

October 26 1989  
big time  
Christina Law

Australia	502.2	Indonesia	142.0	Qatar	0.1
Bahrain	104.7	Iran	102.0	Portugal	104.0
Belgium	190.0	Israel	102.0	Portugal	104.0
Cyprus	100.0	Italy	102.0	Qatar	0.1
Denmark	100.0	Japan	102.0	Spain	102.0
France	100.0	South Korea	102.0	Singapore	102.0
Germany	100.0	Taiwan	102.0	Sri Lanka	102.0
Greece	100.0	Thailand	102.0	Turkey	102.0
Hong Kong	102.0	USA	102.0	UAE	0.1
India	102.0				

EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

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D 8523A

## GERMANY

### Reunification back on the agenda

Page 2

### World News

#### Sanctions halt \$10bn in loans for China

Western economic sanctions imposed against China after the June massacre of peaceful demonstrators in Peking have started to bite deeply into the country's trade and economy. Chinese officials said an estimated \$10bn of loans had been suspended and no negotiations were taking place for new official borrowing. Page 26

#### RAF officer shot

An RAF corporal and his one-year-old child were shot dead in West Germany, a British Forces' spokesman said.

#### Indian opposition

India's opposition parties boosted their electoral chances by reaching broad agreement on putting up a single candidate against the ruling Congress party in most key constituencies. Page 26

#### Soviet miners vote

Thousands of Soviet coalminers are to vote this week in the Donbas coalfield on whether to defy the law and strike in protest at the Government's failure to meet their demands. Page 3

#### Krenz builds bridges

The East German leadership held its first talks with prominent members of the New Forum opposition.

#### Nicaragua denial

Nicaragua rejected charges made by the Honduran military that it was shipping arms to left-wing Salvadoran rebels.

#### Irish attack outpost

Irish nationalist guerrillas attacked a British army outpost in Northern Ireland with mortar bombs fired from a tractor.

#### Police raids in SA

Police raided apartment blocks in Johannesburg and arrested about 180 blacks living there in defiance of apartheid race segregation laws.

#### Lome request relief

African countries will press the EC this weekend to write off their foreign debt and roll back trade barriers during a meeting of the Lome trade and aid convention in Nairobi. Page 8

#### Refugees to move

Hong Kong is to move a group of Vietnamese boat people from temporary accommodation in a drug rehabilitation centre ahead of a visit there by the Princess of Wales.

#### Abortion pill backed

Leading British doctors endorsed a French abortion pill, safer and cheaper than surgical alternatives, which anti-abortion campaigners have so far kept off the international market.

#### Iceland protests

Iceland formally protested to Britain over plans to build a nuclear waste reprocessing plant in Scotland.

#### Boeing 737 crashes

A China Airlines Boeing 737 with 56 people on board smashed into a mountain shortly after takeoff on a flight to Taipei. Page 4

#### Red See

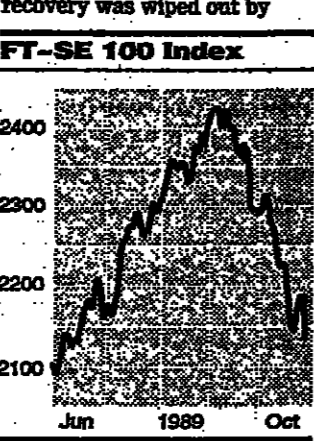
Vatican announced a 1988 budget deficit of \$43.5m down from the previous year's record total, but urged Roman Catholics to keep contributing.

### Business Summary

#### Indosuez buys 20% of Morgan Grenfell

BANQUE Indosuez announced it was buying the 20.4 per cent stake in Morgan Grenfell, City merchant bank, owned by Willis Faber, the insurance broker for £137.4m (\$219m). Morgan Grenfell responded coolly to calls by Banque Indosuez, the ninth largest French bank, to establish a partnership in European merchant banking. Page 27

#### FT-SE 100 Index



Wall Street's opening fall. The index closed 32.5 points down at 2,129.4. Markets, Page 41

INTERNATIONAL Tin Connell bank and broker creditors finally lost their legal battle to force the Council's members to pay its debts. Page 26

US GNP: real gross national product rose at an unchanged annual rate of 2.5 per cent in the third quarter, according to the advance estimate from the Department of Commerce. Page 26

RENAULT: Sir Leon Brittan, European Competition Commissioner, proposed that Renault, French state owned car company, should repay in full FR12bn (\$1.92bn) of state aid that it was granted in 1983. The full Commission must endorse the proposal. Page 26

LIT Holdings: A breakdown in internal risk management procedures governing the activities of three options traders with positions in United Air Lines stock forced LIT Holdings, transatlantic financial services company, to say it expects losses in the second half of the year. Page 32

PHILIPS of the Netherlands plans to spin off about 20 per cent of Polygram, its record company subsidiary, in an equity offer that could raise Fl 1bn (\$450m). Story and results, Page 30

NYSK: The SEC approved a new product and market structure developed by the New York Stock Exchange which will allow institutions to buy and sell the entire Standard & Poor's 500 Index in a single trade. Page 31

WEST German interest rates: inflation moved up again this month, just as the Bundesbank lifted key rates by a percentage point to counter over-heating.

COMPAGNIE de Navigation Mixte, French champagne to insurance conglomerate, opened its defence against FR22.5bn (\$3.6m) takeover bid launched by Paribas.

US Car makers: Detroit's big three vehicle makers turned in sharply lower third quarter profits reflecting problems in the US market. Page 27

JAPAN'S electronics: Hitachi, Toshiba and Mitsubishi Electric, largest integrated electrical and electronics companies, reported record interim profits, which highlight the continuing expansion of the industry. Page 29

QINTEK: Christopher Skase, entrepreneurial head of the TV and resorts group in Australia, insisted his besieged empire was solvent. Page 29

## THATCHER APPOINTS JOHN MAJOR AS CHANCELLOR Lawson quits Government

By Philip Stephens, Political Editor in London

MR Nigel Lawson threw Mrs Margaret Thatcher's Government into turmoil yesterday by resigning as Chancellor of the Exchequer over his differences with the Prime Minister on exchange rate policy.

In a move which forced a dramatic cabinet reshuffle, stunned Conservative MPs and raised questions at Westminster over Mrs Thatcher's long-term future, Mr Lawson effectively walked out of No 11 Downing Street.

In a curt letter to the Prime Minister, he said he could no longer serve as Chancellor while she retained Sir Alan Walters - a strong critic of Mr Lawson's advocacy of full British membership of the European Monetary System - as her personal economic adviser.

Hours later, Mr Douglas Hurd, the Home Secretary, was appointed to replace Mr Major, while Mr David Waddington, the Chief Whip, was appointed Home Secretary.

Amid tense scenes at Westminster, senior Conservative MPs counselled against panic. But they and Government ministers were acknowledging that

Mr Lawson's resignation came against the background of the serious economic problems already facing the Government and with the Labour party holding a commanding lead of around 10 points in national opinion polls.

Yesterday, Mr Neil Kinnock, the Labour leader, said the events had shown that Mrs Thatcher was "no longer fit to be Prime Minister."

The immediate catalyst for Mr Lawson's resignation - discussed in four separate meetings with the Prime Minister yesterday - was Mrs Thatcher's refusal to disown a recently-published article by Sir Alan.

Sir Alan referred to the European Monetary System, into which Mrs Thatcher is formally committed to taking sterling, as "half-baked" and in the Commons yesterday the Prime Minister refused to be drawn into publicly disowning his views.

Despite knowing that Mr Lawson was on the point of resignation, Mrs Thatcher declined to sack Sir Alan or to repeat the Chancellor's statement earlier in the week that her adviser should refrain from any further public comment.

Instead Mrs Thatcher merely insisted that it was the job of "advisers to advise" and the job of ministers to make policy, a statement which fell far short of Mr Lawson's demands.

But Mr Lawson's dramatic move - reminiscent of the



Lawson's letter to the Prime Minister

Dear Margaret, The successful conduct of economic policy is possible only if there is - and is seen to be - full agreement between the Prime Minister and the Chancellor of the Exchequer.

Recent events have confirmed that this essential requirement cannot be satisfied so long as Sir Alan Walters remains your personal economic adviser.

I have therefore regretfully concluded that it is in the best interests of the Government for me to resign my office without further ado... Yours ever, Nigel

Continued on Page 26

## Gorbachev calls for nuclear-free zone in the Baltic

By Robert Taylor, in Helsinki

PRESIDENT Mikhail Gorbachev yesterday turned aside from his domestic woes and moved to the centre of the diplomatic stage with a call for a nuclear-free Baltic Sea. He also announced that there were no tactical nuclear weapons on Soviet territory that could hit northern Europe.

In a bid to erect what he called the "northern wall and roof" of the common European home, Mr Gorbachev said in a speech on the second day of his state visit to Finland that Moscow planned "a complete restructuring of the Soviet armed forces in the northern region during 1990."

Already, he said, there were "no medium or shorter-range Soviet missiles in operational status in areas adjacent to the North of Europe. Soviet tactical nuclear systems are now deployed in areas from which they cannot reach northern Europe from any given site on Soviet territory."

The Soviet leader's statement amounted to a claim that Moscow is making rapid progress in the implementation of the 1987 US-Soviet treaty which bans ground-launched medium and shorter-range rockets.

His words also appeared to be indicative that there were no short-range missiles targeted on the sensitive Nato bases in northern Norway.

Speaking in the Finlandia Hall, scene of the signing in 1975 by 23 European nations of the Helsinki Final Act ushering in a new phase in East-West relations, the Soviet President declared:

"We are prepared to come to an agreement with all the nuclear powers and the Baltic States on effective guarantees for the nuclear-free status of the Baltic Sea."

He added that the Soviet Union had already taken two of its ageing Golf-class submarines out of operation and pledged to destroy the remaining four by the end of 1991. The nuclear missiles on board the submarines would also be destroyed, he said.

The non-nuclear zone idea seemed likely to receive a cool reception from the West, in common with previous Soviet calls to make nuclear-free some limited geographical areas.

In Murransk two years ago, Mr Gorbachev called for a nuclear-free Nordic region. Picture, Page 26

## News stuns MPs, business

By Our Political and Industrial Staff

NEWS OF Mr Lawson's sudden resignation spread through the Palace of Westminster within minutes, leaving Conservative Members of Parliament visibly shocked - and their Labour Party opposition jubilant.

As the announcement was rushed out shortly before 6pm London time, one Conservative MP said: "I am not going to discuss it." Another said: "We are just shocked."

Mr Neil Kinnock, Labour Party leader, said Mrs Thatcher was "no longer fit to run a Government."

Proceedings in the House of Commons were suspended after repeated attempts by the opposition to force a Govern-

ment statement. Labour MPs sang the Red Flag triumphantly.

Mr Lawson never had a strong following among Conservative MPs but there was widespread support for the economic strategy he was following. One specialist on economic affairs said: "He was a very able man."

That backing had probably warmed as Mr Lawson battled against both adverse economic statistics and the Prime Minister's economic adviser.

"Although he had been going through a rough patch, he had support from the party for the policies he was following," said one MP. His speech at the

recent conference in Blackpool had been received rapturously.

Senior Tories were not prepared to calculate the destabilising consequences for the Government. "He was a highly skilled Chancellor," said one, who expressed "profound regret" at his resignation.

The rapid appointment of Mr John Major - a former Treasury minister - as Mr Lawson's successor, gave some assurance. "He was the best Chief Secretary we have had for many years," said a Conservative MP. "There is going to be no change in economic policy."

Among Labour MPs, the mood was described as "jubilant". Tribute was paid to Mr John Smith, Labour Party spokesman on the economy, whose opening speech in Tuesday's Commons debate on the economy was widely praised: "His speech clearly embarrassed the Chancellor enormously."

Mr Kinnock said the Government was now in "deep crisis." He said Mrs Thatcher would not let those she appointed to senior departments of state get on with their jobs.

He added: "When the Prime Minister failed to give real support to Nigel Lawson this afternoon, he really could not stay."

Continued on Page 26

## Sterling slides in New York despite support

By Simon Hoberton in London and Janet Bush in New York

BRITISH financial markets were last night braced for a volatile day today after Mr Nigel Lawson's sudden resignation.

The reaction in New York last night to Mr Lawson's resignation was dramatically negative, and sterling was sold heavily against all currencies.

It fell up to six pence against the D-Mark and three cents against the dollar, prompting repeated rounds of Bank of England intervention.

Continued on Page 26

## Credit Lyonnais will control Thomson's finance division

By William Dawkins in Paris

THOMSON CSF, France's top defence and electronics company, is to sell majority control of its highly profitable finance division to Credit Lyonnais, the country's third-largest bank, in a share swap worth more than FF90m (\$332m).

The deal will be the first link between two leading French industrial and banking groups. It will help Credit Lyonnais, which is controlled by the French Government, to boost its equity to comply with new capital adequacy rules proposed by the Bank for International Settlements and adopted by the European Community.

Mr Alain Gouze, Thomson CSF's chairman, has been seeking a bank partner in the belief that such a link would help the group compete against West German and Japanese counterparts, whose traditional close ties with large banks have brought them useful financial security.

The very success of Thomson CSF's five-year-old finance division has also attracted dis-

approval from the French banking establishment and official circles. They do not feel it appropriate for an electronics company to make well over half its profits from banking, say observers.

Credit Lyonnais will take just over 50 per cent of Thomson CSF Finance initially, in return for which the electronics group will receive about 14 per cent of the bank, which is issuing new shares for the purpose.

Credit Lyonnais will lift its stake in Thomson CSF Finance to 80 per cent over the next three years in return for negotiable securities to be cashed by the electronics group, which is not planning to rise its stake in the bank.

The deal values the whole of Thomson CSF Finance, one of France's most profitable banks, at well over FF10bn. This implies that the extra Credit Lyonnais share purchases could bring around FF3bn cash to the electronics group.

The link is due to be cleared at board meetings of the two state-controlled companies next Monday and also needs the consent of the Bank of France.

It would leave Thomson CSF, which is the 60 per cent owned subsidiary of the Government-owned Thomson group, as the biggest single shareholder in Credit Lyonnais, after the state. The only other major stake is held by the Caisse des Depots et Consignations, the government savings institution, which took 5 per cent of Credit Lyonnais for FF1.5bn early last month, in another attempt to bolster the bank's capital base.

Thomson CSF believes the transaction will have very little impact on its profits, since income lost from the disposal should be made up by Credit Lyonnais dividends. It argues that the main benefit will be to provide security for Thomson CSF Finance against future banking risks it might incur as it continues its fast growth.

### CONTENTS

#### Bhutto caught in struggle against the political tide

When a husband cheats on his wife they say she is usually the last to know. So it was with Pakistan's Benazir Bhutto when her coalition partner joined forces with the opposition. Page 4

#### World Trade: Islamic grid may not be pyon-in-the-sky

Technology: One's burden is another's profit

Management: Unleashing the potential of design

Art: Golden age of Hungarian art

India: Charting the course ahead

Lombard: Never mind about the bear

Lexi Market note; Morgan Grenfell/ICI; LIT

### MARKETS

<b>STERLING</b> New York close: \$1.575 London: \$1.5125 (1.8085) DM2.965 (2.9525) FF10.0625 (same) SF2.5825 (same) Y228.50 (228) £ index 90.1 (same)	<b>DOLLAR</b> New York close: DM1.841 FF6.2625 SF7.1675 Y141.12 London: DM1.836 (1.8405) FF6.24 (6.2525) SF7.158 (7.1515) Y141.55 (141.5) New York: Comex Dec 397.4 (372.3) London: \$959 (958.75) 15 SEA OIL (Argus) Brent 15-day Nov \$18.75 (-0.45)	<b>STOCK INDICES</b> FT-SE 100: 2,129.4 (-32.5) FT Ordinary: 1,720.5 (-31.4) FT-A All-Share: 1,075.51 (-1.3%) New York latest: DJ Ind. Av. 2,820.90 (-32.38) S&P Comp 340.14 (-2.36) Tokyo: Nikkei 35,575.49 (+236.09)
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The Esprit Club At Royal Mint Court is unlike other London clubs and offers a unique and important aspect for every way to...  
...after the exercise come the rewards...  
...THE CLUB AT ROYAL MINT COURT

THE FUTURE OF THE GERMANIES

EUROPEAN NEWS

Reunification question back on the agenda

West Germany and its allies speak publicly in favour of reunification. In private however, many are not so sure. FT writers assess the prospect of ending four decades of partition

WHEN Mr James Baker met Mr Edward Shevardnadze, the Soviet Foreign Minister, in Wyoming last month, the US Secretary of State disclosed afterwards that they had conferred in some detail about the "German Question". Observing the sensation he was causing among German journalists, he added enigmatically: "Those talks had better remain confidential."

That ancient question has rebounded this autumn onto the political agenda, both within and outside the two German states formed by post-1945 partition.

The basic question over Germany's borders goes back to the Middle Ages: peace and stability in Europe best served by having one German state, or several fragmented ones, straddling the centre of the continent?

The three Western war victors, the US, Britain and France, all formally pledged in the post-war period that they

want German unity. In the 1955 Deutschlandvertrag - the treaty giving West Germany sovereignty in return for its membership of Nato - the allies proclaimed (with Bonn) "a common aim of a reunified Germany enjoying a liberal-democratic constitution like the Federal Republic, and integrated within the European community (with a small c)".

Quickly but firmly, the West German Foreign Ministry makes sure that its partners never lose sight of that pledge. Its chief, Mr Hans-Dietrich Genscher, never forgets it. He speaks enigmatically about "new forms of co-existence" between the German states and as a first step he hints at the joint shouldering of administrative tasks such as environmental protection, transport and postal services.

For most of its history the Federal Republic and its allies have been travelling along the same diplomatic road, if their ultimate goals were different,

it did not matter because the journey seemed infinitely long.

Now some of the convenient formulae behind which both Bonn and its partners used to hide - those which speak of the complementarity of European integration and German unity - will no longer serve to mask differences of priority.

It sometimes looks as though the non-German members of Nato and the EC back West European integration because it "anchors" the Federal Republic and makes unity non-threatening in the not especially desirable event of it being achieved; while Bonn favours European integration because it makes unity seem non-threatening and therefore feasible.

There is one thing that all parties to the German question - including the Soviet Union, and both German governments - have in common: an interest in keeping the pace of change manageable.

The will exist that could upset the efforts of all sides to

ensure this is German public opinion, on both sides of the frontier.

In a sense it is also Bonn's strongest card. The current government can argue, to devastating effect, that it has no intention of downgrading its obligations to the West for the sake of building bridges to the East - but, unless the West shows due sensitivity, the Germans will elect a government that has exactly that intention.

President George Bush appears to understand better than some other Western countries that Germany-bashing is not an option. He told the New York Times this week:

"I don't see Germany, in order to get reunification, going off onto a neutralist path...at odds, or potentially at odds with their Nato partners."

The clear implication was that the best way of pushing Bonn down that path was to accuse it prematurely of tipping towards it.



Milosevic builds up his bastions in isolated Serbia

By Judy Dempsey in Belgrade

BELGRADE IS enjoying yet another Indian summer. Despite the inflation, now running at 1,000 per cent a year, many of the city's inhabitants are out jolling on the cafe terraces in the warm sunshine. Except for Mr Slobodan Milosevic, the president of Serbia.

Mr Milosevic, who is hardly shy about making populist speeches, has not been seen in public for several weeks, apart from a few appearances at the Serbian and federal assemblies.

Some Yugoslavs say he is "thinking". But, in fact, Mr Milosevic has been hard at work in the past month, making sure that "reliable" people are returned in the republic's local and state elections which are being held several months ahead of schedule.

For instance, Mr Rados Smiljkovic, the conservative boss of the Belgrade party, one of the most important in the country, was recently elected for a second term. Mrs Mirjana Milosevic, the president's headstrong wife, was elected to the city's party presidency, and is likely to take over the ideological committee.

Belgrade's unreconstructed Socialist Alliance of Working People and Peasants, is firmly in the hands of Mr Zoran Todorovic, who works hand-in-hand with the Belgrade party. Like the latter, the SAWP believes in pluralism in the party, but not multi-party pluralism.

The idea behind holding the elections in Serbia earlier than planned is linked to amendments to the federal constitution. These will probably advocate greater pluralism both inside and outside the ruling League of Yugoslav Communists which would be reflected in future elections.

The Serbian party and state, regardless of the amendments, are now preparing to have their own conservative people in power for the next four years. They will not have to worry about the amendments, "was how one Yugoslav economist described the Republic's tactics."

However, Serbia, despite all its attempts at gaining influence in other republics, is now becoming increasingly isolated in the Federation. For example, it has no support in Slovenia, which last month amended its constitution aimed at strengthening its autonomy vis-a-vis the federal authorities.

It has lost any support it had in Croatia, after the Serbian authorities instigated nationalist demonstrations there in the summer.

After sending the Serbian secret service to the Republic of Bosnia-Herzegovina to investigate the emigration of Serbs from Bosnian villages, the party leadership in Bosnia now openly opposes Serbia.

Thus, with such a shift in the Yugoslav political scene, Mr Markovic has been given a breathing space. But without substantial political reforms to ease his economic ones, he could run into trouble. That is why the emergency congress, scheduled for next January, will be of crucial importance in demonstrating that there is, despite the formidable problems, some light at the end of this dark tunnel.

reject Serbian plans to change legislation, enacted after the Second World War, which prevented Serbs re-colonising Macedonia. During the inter-war period, Serbs colonised Kosovo and Macedonia. In addition, the reform-minded youth movement in Macedonia strenuously opposes Serbia's rigid ideological outlook while the Macedonian Orthodox Church remains unreconciled by the Serbian Orthodox church.

The leadership in Montenegro remains divided in its support of Serbia. The republic's isolation is also compounded by the rising popularity of Mr Ante Markovic, Yugoslavia's (Croatian) Prime Minister. Although he has been hesitant about tackling inflation since taking office last

March, he has been preparing the ground. For instance, the liberalisation of the banking system and of joint ventures aimed at attracting foreign investments, a secret movement of capital and imports, and a healthy \$5.5m in reserves were enough to convince the IMF to approve a stand-by credit line to be granted next January. It also appears that in his recent visit to the US, Mr Markovic won support from political and financial institutions for his reform programme.

The upshot is that Mr Milosevic can neither match Mr Markovic's economic competence, nor his popularity, except by bringing the people out into the streets. But to what purpose?

The nationalist tension, engendered by Serbia, is not as sharp as it was a few months ago. Besides, even if Mr Milosevic were to accuse Mr Markovic of not introducing a plan, the Serbian president has no alternative, unless he would not risk alienating his supporters.

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The ideological gulf underpinning partition

By Bruce Clark, Leslie Collett and David Goodhart

IN SITUATIONS where powerful emotions run up against harsh realities, politicians become masters of the paradox.

Germany's partition is no exception: the parties on both sides of the border have evolved a corpus of theory on the National Question that would do credit to a scholastic theologian.

Almost by definition, there can be no German politician who does not regard unification as desirable in certain circumstances.

Even the East Berlin regime, which abandoned its blandishments to the West in the early 1960s and has since concentrated on consolidating partition, would presumably welcome the Federal Republic with open arms if its citizens were to undergo a miraculous conversion to Communism.

But in practice, the regime does not expect this to happen, and it repeatedly asserts that capitalism and socialism can no more be mixed than fire and water.

That explains why, since reunification to be dropped - not because they are indifferent to rapprochement between two Germanies; but because they are so keen on it.

In practice, the main parties' policies have converged. It was the Social Democrats who 20 years ago forged Ostpolitik; negotiation with East Berlin, co-operation on humanitarian and practical issues, economic aid, and pressure for reform. And it was a Christian Democrat-led government that welcomed Mr Honecker to the Federal Republic in 1987.

From a non-German perspective, it is hard to avoid the conclusion that economic aid from Bonn has boosted the Communist regime; but on the other hand the practical fruits of Ostpolitik, notably greater freedom to travel, have arguably fuelled dissatisfaction among East German citizens.

Indeed, the current crisis may reflect the fact that this part of Ostpolitik is working too well, bringing results at pace faster than either side can cope with.

1964, East Germans had had to hum their national anthem - rather than sing the embarrassing words: "Resurrected from ruins and facing the future/ United Germany, our Fatherland, let us serve you well."

The problems faced by West German policy-makers resemble those faced by any policeman dealing with a hostage-taker: how do you help the captive without unduly rewarding the captor?

Anything Bonn can do to ease the effects of partition, by facilitating cross-border contact, involves dealing with, and thus legitimising, the Eastern regime.

Broadly, the further right you go in Bonn's political spectrum, the greater the stress on the principle of unification, and the greater the caution about dealing with East Berlin; though the personal diplomacy of Bavaria's late leader Franz Josef Strauss was a striking exception to this.

At the other extreme, leftist Social Democrats like Mr Egon Bahr openly call for talk of

reunification to be dropped - not because they are indifferent to rapprochement between two Germanies; but because they are so keen on it.

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Indeed, the current crisis may reflect the fact that this part of Ostpolitik is working too well, bringing results at pace faster than either side can cope with.

The crisis has certainly sharpened the dilemma faced by the Social Democrats (SPD), who not only favour government-to-government dialogue with East Berlin, but also maintain party-to-party contact with the East German Communist Party (SED).

The SPD is suddenly vulnerable to charges that its keenness on channels to officialdom (throughout Eastern Europe, not just East Berlin) has led it to place too much emphasis on stability and not enough on reform.

The Christian Democrat's General Secretary, Mr Volker Rihle, has accused them of being soft on their Communist pals.

And then the SPD, younger figures like Mr Norbert Gensler suggested that the old idea of promoting Wandel durch Annäherung (Change through Rapprochement) be abandoned in favour of Wandel durch Abstand (Change through Standing Apart).

The high point of SPD-SED ties came in 1987 with the signing of a joint paper which

mainly dealt with disarmament but also committed the SED to some political reform.

The SED's failure to keep its promises had created a more critical attitude inside the SPD even before recent upheavals.

East German experts within the SPD such as Mr Harry Rietz continue to emphasise that reform has to come through the SED or the official trade unions. But there is also more readiness to talk with unofficial groups inside East Germany.

Those groups are also confused over reunification. They have long dodged the issue: either because it would give the regime a stick to beat them with, or because they genuinely do not regard capitalist West Germany as an attractive model.

But the East German protest leaders, like everyone else, are having to adjust to a situation where tens of thousands are voting for the West with their feet - and those that remain are unconvinced in their call for self-determination.

Mr Reiter's view that Poland should not go out of its way to hasten German unification is shared by the new Solidarity minister, Mr Krzysztof Skubiszewski, and the Prime Minister Mr Tadeusz Mazowiecki.

Many Poles combine an instinctive fear of German unity combined with a sinking feeling that it is inevitable.

Hungarian officials take a subtler view. They do not see the outright removal of the inner-German border as inevitable; but they take a Genscherist line on how a progressive improvement in East-West relations might make that and other European borders progressively more permeable.

The stress should be on making borders irrelevant, not on redrawing them, argue officials in Budapest. And they suspect that Bonn may feel the same way.

But Mr Janusz Reiter, an able young commentator on German affairs, speaks for many top Solidarity officials when he argues for greater caution. Poland, he says, should first support the reformers in East Germany, whose first aim is domestic reform, not unity.

Both Mr Bronislaw Geremek, Solidarity's parliamentary leader, and the newspaper editor Mr Adam Michnik now support the idea of a united Germany; they argue that since their movement backs "self-determination" for the Polish people, it should also assert the same right for the Germans.

Chancellor Helmut Kohl was sufficiently impressed by this change of heart to make it a major theme of a recent speech.

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Western allies ambivalent

By Our Foreign Staff

UNTIL recently, German reunification was the safe ideal to proclaim. As long as the Soviet veto on German unity seemed immutable, the Federal Republic's friends could endorse it without worrying much about what it would mean in practice.

It is still far from clear that Moscow's veto has been lifted, while Mr Gorbachev has said, enigmatically, that "history will decide" the German question, he has dashed admirers' hopes that he will "give up" his German ally.

But events in Eastern Europe, and Bonn's evident preoccupation with them, are already forcing some well-known contradictions to the surface and reviving old fears of a German superpower.

While a remarkable 63 per cent of respondents to a French opinion poll said reunification would be "rather a good thing", older French people have not forgotten two world wars.

"There have always been unspoken fears about German reunification," says Ms Anne-Marie Le Goanec, a French political scientist. "Officially, everyone is in favour; in fact nobody wants it."

Ex-West German Chancellor Willy Brandt used to jibe that "The German question is a French problem"; and the French writer Francois Mauriac returned the compliment by saying "I love Germany so much that I prefer to have two of them." Mr Giulio Andreotti, Italy's Prime Minister, caused a furore when as Foreign Minister in 1985, he noted that there were, in practice, two Germanies and added: "I think it could remain that way."

While their gut feelings may vary, there are some basic points on which West Germany's European allies agree.

They would all consider deeply unwelcome any hint that Bonn was prepared to pursue unity at the expense of West European and Atlantic ties. There is also clear understanding of the danger of provoking Bonn in the direction of its friends fail to show understanding of its concerns.

President Francois Mitterrand is adamant that the right thing is to stay calm, and not to give in to the old fears of a dominant Germany. His advisers dismiss almost with contempt the predictions that Germany is "slipping away".

And they insist that the right response is to strengthen the EC. France cannot predict how the German question will evolve, "but in every case, our answer is Europe," says one presidential aide.

Among "anti-European" Britons, there is a temptation to make a tactical alliance with those Germans who favour freezing closer EC integration while events in east Europe work themselves out.

The Prime Minister herself has not yet succumbed to that temptation - in public. But Mr Enoch Powell is eagerly pointing the way, and Mr John Biffen is edging in that direction.

Economy would grow - but not by much

By David Goodhart in Bonn

FEARS of a shattered German takeover of the West German economies of Eastern Europe are exaggerated, according to one of Mr Helmut Kohl's closest advisers.

"Just look at Poland. There's a lot of talk but what are our companies actually doing? Virtually nothing. They sit there and expect the state to take all the risk, while they sweep up the profits," he says.

But what if West Germany's economic might was to be combined with East Germany's trading channels further east? Analysts in Bonn, speculating about a possible "merger" of the two economies, believe that the new eastern orientation of a combined German economy could be the most significant long-term effect of such a merger.

In the short run any such merger would probably be a drag on the West German economy, already the strongest in Europe, as it poured capital and management into the renovation of East Germany. But although the differences in size and quality of output are enormous, the similar structures of the two economies would make an easy fit and in some sectors East Germany could actually

bring something to the party. East Germany's population, 16.5m, and GNP, DM270bn (\$91bn), are both smaller than those of the West German state of North Rhine Westphalia. But the strengths of West Germany (population 61m, GNP over DM2,000bn) in investment goods and chemicals are mirrored in East Germany, albeit at a considerably lower level of sophistication.

Germany is often described as the "West Germany of the east bloc". The combination of West German technology and management could turn the relatively strong East German sectors - optics, printing machinery, textile machinery, some electronics, shipbuilding - into world-beaters.

Assuming the merger led to the doubling of East Germany's GNP within 10 years, before stabilising at the West German level, the combined economy would be about one-seventh larger than the current West German economy.

But fears of the economic giant in the heart of Europe, stemming from such a merger, are misplaced: there already is such a giant and it is called West Germany.

Broader or Deeper? Deeper first, and only then broader? Or not too deep, for fear of making it harder to broaden? These are the metaphors in which an increasingly overt dispute between two theories of the EC is being conducted.

One camp, led by Mr Jacques Delors, the Commission President, stresses the need for the existing 12 members to intensify co-operation in all spheres: not just economic, but social policy and ultimately defence.

The other view, apparently gaining ground in Bonn, is that the EC should avoid taking any steps that complicate the building of bridges to the East; and if that implies slowing the pace of integration, so be it.

WHAT THEY SAID

"For the time being, no central German government shall be established... During the period of occupation, Germany shall be treated as a single economic unit." - Potsdam conference communiqué by the US, Soviet Union and Britain, August 1945.

"Millions of other Germans... are still forced to dwell, separated from us, in thralldom and lawlessness. We shall not rest until you too have regained your human rights and live peacefully with us in one state and as one nation." - Konrad Adenauer, 1955.

"The Bonn government has clearly given up on any kind of general reunification... Commentators and philosophers are being mobilised to prove that reunification of Germany in democracy and freedom is neither necessary nor desirable." - Walter Ulbricht, 1960.

"I would say that, at some time over the next century, the East and West Germans will live under one roof... Statistically, power constellations do not last very long. Look at the aftermath of the Congress of Vienna. How long after 1815-19 did the Versailles Treaty last? How long will the system set down at Potsdam last?" - Helmut Schmidt, 1988.

And undeniably, the idea that the EC must remain "open" to its eastern neighbours has been a persistent theme of recent speeches both by Mr Genscher and by Chancellor Helmut Kohl.

But there are also differences within the Bonn coalition. An official close to Mr Kohl is scathing about Mr Genscher's suggestions of Poland and Hungary joining Efta or the EC. The Chancellor's aide instead proposes something Brussels may find equally provocative: an "East German" solution for the two reformist Council states, in other words free movement into the EC for its goods.

Meanwhile Mr Genscher's latest comments, made to Die Zeit, read like an attempt to smooth ruffled federalist feathers.

On EC enlargement, he said Austria knew of the Community's foreign and security policy dimension, and would have to accept it; he stressed that he

Poles' sinking feeling of 'inevitable' unity

By Christopher Bobinski and Judy Dempsey

GERMAN unity will always be a sensitive subject for the Poles. Not just because of bitter historical memories; some also feel that if reforming Poland has been allowed a free rein by Moscow, it is partly because their country is divided from the West by a safe buffer - orthodox East Germany.

The old Communist establishment always stuck firmly to their East German comrades' line on the obstacles to unity.

But in recent weeks some top figures in Solidarity have advocated a complete reversal of Poland's position.

Both Mr Bronislaw Geremek, Solidarity's parliamentary leader, and the newspaper editor Mr Adam Michnik now support the idea of a united Germany; they argue that since their movement backs "self-determination" for the Polish people, it should also assert the same right for the Germans.

Chancellor Helmut Kohl was sufficiently impressed by this change of heart to make it a major theme of a recent speech.

But Mr Janusz Reiter, an able young commentator on German affairs, speaks for many top Solidarity officials when he argues for greater caution. Poland, he says, should first support the reformers in East Germany, whose first aim is domestic reform, not unity.

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Lisbon acts on pensions and poverty

By Patrick Eburn in Lisbon

THE PORTUGUESE Government is to launch an anti-poverty programme in January. Announcing the programme, Mr Anibal Cavaco Silva, the Prime Minister, said the Government would concentrate initially on alleviating "socially unacceptable areas of poverty" in the cities of Lisbon and Oporto. He also announced increases in pensions of more than 16 per cent from December 1.

Mr Cavaco Silva's Social Democratic administration is committed to liberal market policies and has come under fire from the opposition and the trade unions for failing to act against social inequalities.

Mr Jorge Sampaio, the Socialist party leader, has warned of the dangers of a two-track nation, with the modern and richer sectors developing at an increasingly fast rate, while the poorer sectors fall further behind.

The minimum pension is to go up by more than 16 per cent from Dec 1 (about 268) to Esc17,000 (about 267) a month. Other pension payments for agricultural workers, the disabled and subsistence will also be raised. The increases will benefit about 2.2m pensioners and cost Esc700m, bringing the pensions bill to about Esc3,000m next year.

Pensioners failed to keep up with this year's near 12 per cent inflation rate, which is forecast at 9.5-10.5 per cent for 1990. Unions say the rises will only partially make up for cost-of-living increases.

The number of pensioners has risen rapidly in the past decade, but pension levels and wages remain among Europe's lowest. The minimum wage is about Esc31,000 a month for industrial workers; and Esc28,400 for agricultural workers.

W German inflation rises again

By Andrew Fisher in Frankfurt

WEST GERMAN inflation moved up again this month, just as the Bundesbank lifted its key rates by a full percentage point to counter the effects of over-heating.

Provisional figures (based on returns from Bavaria, Hesse, Baden-Württemberg, and North Rhine-Westphalia) show the cost of living index rose 3.3 per cent higher at mid-month than a year ago. In September, the rate was 3.1 per cent.

Economists generally expect inflation to remain at around 3 per cent next year, with overall economic growth slipping to 3 per cent from 3.5 per cent.

While the latest strengthening of the D-Mark should help offset inflationary pressures, consumer spending will be buoyed next year by the final stage of the tax reform package, worth some DM25m.

Also concerning the Bundesbank is next year's round of wage talks, especially after the reorganisation by the powerful IG Metall trade union that it will press for a 9.5-hour week.

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### Soviets and Finns agree five year trade deal

By Enrique Tassari in Helsinki

FINLAND and the Soviet Union yesterday signed their fifth five-year bilateral trade agreement as well as a protocol of intent that sets the framework for the joint development in the so-called Kola project.

The trade accord will continue to be based on a clearing-house scheme with a provision for more flexibility if serious disruptions in trade occur. Presently, 10 per cent of all Finnish-Soviet semi-barter trade has been carried out on a hard-currency basis, and this is expected to increase.

By mid-next year the rouble used in both countries' clearing-house schemes will most likely be changed to a convertible currency, said Mr Kari Holopainen, department head of the Bank of Finland.

Finland will also continue to export machinery and equipment to the USSR.

Another important agreement signed by both states is a protocol of intent to jointly develop the Kola Peninsula.

Although this long-range project includes a number of areas, Finnish companies such as Neste, Imatran Voima, Wärtsilä as well as the American Conoco and Norsk Hydro of Norway, are planning to sign a letter of intent with the USSR Petroleum and Gas Ministry to carry out a feasibility study to determine how to tap the enormous gas reserves in the Barents Sea.

Both Governments also signed 13 joint venture projects of which the most important is Enocell, a sizeable Soviet-Finnish paper and pulp mill to be built in Finland that will use raw materials from the USSR.

### Bulgarian police beat up ecologists

Bulgarian police kicked and punched leaders of the country's unofficial ecology group in a Sofia street yesterday and detained 15 others, Reuters reports from Vienna quoting eyewitnesses.

They said about a dozen plainclothes policemen stopped nine leading members of the unofficial Eco-glasnost group and dragged them into a curtilage house. Several were kicked and punched.

Later some 15 members, including its president Mr Petar Slabakov, were detained in a central Sofia park where they were trying to collect signatures for a petition urging greater public discussion of some of Bulgaria's industrial projects.

## Donbas coalfield miners to vote on strike

By Quentin Peel in Moscow

TENS OF thousands of Soviet coalminers are to vote this week in the huge Donbas coalfield on whether to defy the law and strike in protest at the Government's failure to meet their demands.

The decision was announced yesterday as another wildcat stoppage - in the grim Arctic Circle mining district of Vorkuta - appeared to have petered out in the face of official denunciation, and the threat of a rail blockade.

The strike ballot is the latest indication of the miners' continuing militancy in spite of the apparent willingness of Mr Mikhail Gorbachev and the politburo to meet all their key demands when they went on strike in July.

Its outcome is very much in the balance, with a majority of the Donbas Council of Strike Committees actually voting against a strike before deciding to hold the ballot.

The strike leaders met in the Ukrainian city of Pavlograd, according to the official news agency, Tass. They heard a report from the official Miners' Trade Union central committee on the progress of negotiations with the Government and Coal Ministry.

However, in spite of their dissatisfaction with the position of the ministry's leadership, only five of the 24 strike leaders voted to strike again, with 18 against and one abstention, Tass said.

The miners are angry about slow progress in changing their own mine managements and giving more autonomy to individual mines, as well as with the continuing poor supplies of consumer goods in the Ukraine coalfield. They also accuse the authorities of failing to give the strike committees themselves adequate recognition.

In Vorkuta, the miners went on strike with openly political demands, in addition to their anger at the mine management system. They were calling for the repeal of Article 51 of the Soviet constitution - entrenching the leading role of the Communist party - and for a separation of power between the state President and the party leader.

However, reports from the town yesterday said that all mine pits which stopped work had gone back. Apart from official threats of action under the new law banning strikes in the mines, they were also persuaded by the threat of a rail blockade, cutting the only source of food and fuel in the region.

Another brief stoppage took place on Monday in Mezhdurechensk, the West Siberian mining town which first stopped work last July.

There is still some doubt over whether the auction will go ahead, after previous attempts failed because of the enormous imbalance between supply and demand of foreign currency. Soviet economists believe that the excess demand would have resulted in an effective 20-fold devaluation.

The auction route is one path to fixing an eventual commercial exchange rate for the rouble, if a better balance between supply and demand can be found.

The other route is through the officially-fixed "co-efficients" for foreign currency transactions currently applied to all Soviet enterprises. The system effectively decides a differing price for foreign exchange for each industry, sector, or even region in the Soviet Union.

The 3,000-odd co-efficients now in force are set to be replaced next year by a common rate for all enterprises, amounting to a 50 per cent devaluation of the official exchange rate.

Yesterday huge queues of intending Soviet travellers had built up at the special bank bank issuing hard currency allowances for foreign travel, hoping to get the official exchange rate before the new system comes into effect on November 1. At present, Soviet travellers are limited to a quota of Rhs200 in foreign currency at the official exchange rate, but now that amount will buy them less than \$2.

The Gosbank official confirmed that the travel allowance would be raised. Two days after the new system is introduced, Vneshkonbank, the official Soviet foreign trading bank, is planning to hold its first foreign currency auction for Soviet enterprises. Last bids and offers had to be submitted by yesterday.

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### Three-tier currency system planned by Soviet Union

By Quentin Peel

SENIOR SOVIET officials indicated yesterday that the introduction of a new "tourist exchange rate" for the rouble - at one tenth of the official exchange rate - was the first step to a three-tier system.

The plan appears to include maintaining the official commercial rate for non-essential imports, and possibly also for the promotion of new exports. Fixing an acceptable "commercial" rate is still a distant prospect, Western observers believe.

A spokesman for Gosbank, the Soviet state bank, confirmed yesterday that the new special exchange rate is intended only to benefit tourists, and penalise Soviet travellers. However, the 90 per cent devaluation, leaving the rouble worth only \$0.16, will be available to any foreigner who brings foreign currency in cash and declares it on entry into the Soviet Union, he said.

Full details of the change will be spelt out today by Mr Viktor Gerashchenko, Gosbank's new chairman, at a news conference today.

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## E German leaders talk to opposition

By Leslie Collett in Berlin

THE East German leadership held its first talks yesterday with prominent members of the New Forum opposition as the country's lawyers' organisation called for major reforms of the legal system.

The talks took place only a day after Mr Egon Krenz, the new East German leader, said he was willing to talk with opposition groups.

Mr Günter Schabowski, the East Berlin party leader, met two founders of New Forum, Mr Jens Reich and Mr Sebastian Pflugbeil. In Dresden, the reformist party leader there, Mr Hans Modrow, and Mayor Wolfgang Berghofer organised a meeting with New Forum activists and other citizens.

Mr Reich said after the two-hour session with Mr Schabowski, a politburo member, that he believed the party was genuinely seeking a dialogue with the opposition.

He said Mr Schabowski had told them it was not his decision on whether New Forum would be legalised. But he hinted at a new law permitting street demonstrations and multiple-candidate elections.

The East German lawyers' organisation, meanwhile, called for a wide-ranging depoliticisation of the legal system. The organisation, headed by Dr Gregor Gysl, a reform-

minded lawyer and party member, said "crimes against the state" had to be thoroughly revised.

The lawyers criticised limitations on civil rights and noted that the independence of judges had "sometimes" been interfered with by party officials, a practice which should be abolished. The right of defence and the rights of the victims of offences needed to be strengthened, they said.

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### Dutch pact on coalition government

By Laura Raun in Amsterdam

THE Dutch caretaker Prime Minister, Mr Ruud Lubbers, is hoping to swear in a new Christian Democrat-Labour cabinet on November 4 - the anniversary of his first government in 1982 - following agreement by the two parties on a governing accord.

However, the sharing-out of cabinet posts has yet to be settled, and Mr Wim Kok, the Labour party leader, has still to decide whether he will serve, despite having led the negotiations with the Christian Democrats.

He is a leading contender for the post of Finance Minister in the 14-member cabinet, which will be Mr Lubbers' third administration.

The Christian Democrats shared power with the Liberals from 1982 until the general election two months ago when the Liberals, punished at the polls for topping the Government over financing for an environment plan, lost too many votes to enable Mr Lubbers to form a stable parliamentary majority.

Mr Onno Ruding, the Finance Minister, who has cleaned up public finances over the past seven years, has indicated unhappiness with the lack of budget discipline in the governing accord.

Under the accord the Government would spend F145bn on new policies, including the environment and social welfare. The budget deficit is to be shrunk to 3.5 per cent of national income by 1994. The tax burden will climb by 0.5 per cent.

## EC 'cash mountain' causes a quarrel

By David Buchan in Brussels

PROOF that European Community institutions can as easily quarrel about having too much money at their disposal as too little came yesterday when the European Parliament complained at being able to spend only a fraction of the potential Ecu 9bn (\$6.25bn) budget surplus for 1990.

Giving a first reading to next year's draft budget, the Parliament yesterday voted to increase spending by Ecu 97bn to Ecu 47.1bn. But, to its frustration, provisions of the 1988 budget reforms prevented the Parliament from dipping any further into the Community's new-found budgetary riches.

Underpinning the EC farm production and export support, because of higher world prices, and larger-than-expected revenue, because of strong economic growth, combined to put the EC Council of Ministers' proposed 1990 budget of Ecu 49.1bn well above the absolute legal ceiling of Ecu 55bn.

However, the Parliament used its available room for manoeuvre by voting an extra Ecu 100m for what it knew would be a popular cause - aid for Poland and Hungary.

In his Wednesday speech to the assembly, President Mitterand pronounced himself personally favourable to the 1990 Community budget contribution to the two East European countries being raised from Ecu 500m to Ecu 900m. But it is not clear that EC budget ministers will go along with this, when most of the Twelve are also making substantial extra bilateral aid available. The Par-

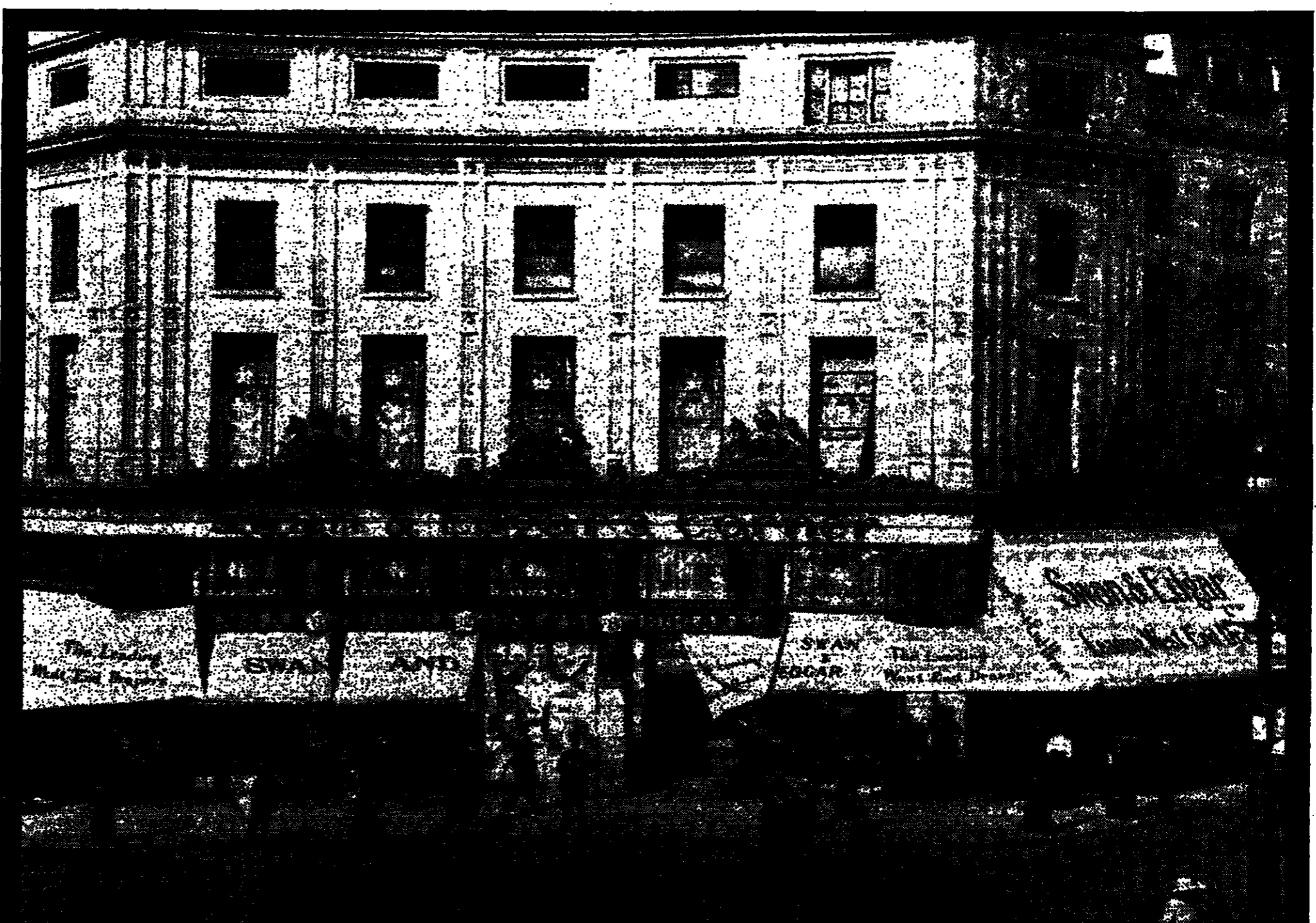
liament also voted an extra Ecu 185m for seven of their favourite "new policies" - ranging from some of Margaret Thatcher's ideas like the Lingua foreign language programme and social policy, to funds to protect the EC environment.

Reversing the usual charge of the Council against the Parliament, Mr John Tomlinson, the British socialist reporter, accused the former body of "irresponsibility in accepting policies with financial consequences and not making proper funds available". He cited the example of the Lingua programme, which he said the Commission had proposed, and the Council had accepted, on the basis of Ecu 200m spending next year, but for which only Ecu 6m had entered into the draft budget.

Mr Peter Schmidhuber, the Budget Committee rapporteur, pointed out that it was stupid to pour lots of money into new programmes in the running-in phase. But no serious ructions are expected in settling the 1990 budget before Christmas.

© The British socialist reporter have broadly welcomed the new flexibility in the Commission's proposal to set only minimum, not absolutely fixed rates, for excise taxes on alcohol, tobacco and fuel.

But many said Brussels' revamped plans would still pose their countries considerable adjustment problems and UK officials described the Commission's rate-approximating efforts as neither necessary nor desirable.



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OVERSEAS NEWS

De Klerk says apartheid reforms essential



De Klerk: looking ahead

Mr F W de Klerk, the South African President, yesterday acknowledged that reforms to apartheid were essential to end the country's international financial isolation and to boost domestic economic growth.

higher economic growth, reduce unemployment and lower inflation, he said, adding that unless the country's fundamental economic problems were dealt with, it will be very difficult to proceed with significant political reform.

BY PATTI WALDMEIR IN JOHANNESBURG
The balance of payments situation now seems to be much more comfortable than it has been for a long time, he concluded, noting that extreme pressure on foreign reserves experienced earlier in the year had eased.

account surpluses to service the country's \$21bn foreign debt would continue to depress economic growth over the next four years, when an average annual current account surplus of R5bn would need to be maintained.

Guerrillas intensify fighting in Cambodia

FIGHTING intensified in four provinces of Cambodia this month as guerrillas attacked key areas held by the pro-Vietnamese government, the Thai Army spokesman said yesterday.



Still loyal: supporters of Ms Bhutto marching in Islamabad

Bhutto caught in struggle against the political tide

By Christina Lamb

WHEN A husband cheats on his wife they say she is usually the last to know. Ms Benazir Bhutto's Government was similarly taken aback when on Sunday the opposition announced they were moving a vote of no-confidence against her supported by the Mollahi Quami Movement (MQM), her erstwhile coalition partner.

The West too seems to have been taken unaware by quite how drastically Ms Bhutto's support has fallen during her almost 11 months in office.

During the summer Ms Bhutto captivated television audiences and apparently heads of state as she swept through the US and Europe, every slip of her Islamic headscarf attracting popping cameras.

While the West has been shocked by reports this week that Ms Bhutto may not last the year, those back home who take more account of where their next meal is coming from than the flattering remarks of US Senators, are unsurprised.

Last December when Ms Bhutto took office she was hailed as Pakistan's best hope to get the country out of the net of martial law. The beginning was certainly bleak.

Today if the opposition succeed in forcing new elections Ms Bhutto can claim little to her credit but shattered hopes. Her much heralded bureau which was to provide jobs to all has been disbanded after being turned into a vehicle for handing out party patronage.

Iran hopes to end row with France
Iran said yesterday it was close to ending a damaging, \$1bn dispute with France lasting a decade, Reuters reports from Paris.

Iran is seeking full repayment with interest of a \$1bn loan to France made by the late Shah of Iran in 1974. France is claiming compensation for contracts revoked in the early days of the 1979 revolution.

Martial law in Peking may be ended soon

By Peter Ellingsen in Peking

CHINESE authorities have strongly hinted they may be about to end martial law in Peking. According to Yuan Mu, a government spokesman with close ties to Prime Minister Li Peng, martial law had only a "limited tenure in the capital" and "it seems it will be lifted before very long".

He said troop numbers in Peking had been reduced, and would continue to be so, but he declined to say precisely when the five-month long army occupation would finally end.

Diplomats interpreted Yuan's remarks to mean the government was feeling confident enough to consider withdrawing the soldiers who have patrolled the city since tanks and automatic weapons were used to violently put down pro-democracy protests on June 3 and 4.

Since then, troops have maintained round the clock patrols on crossroads, and key locations, such as the radio and television studios, and rounded up thousands of people alleged to have taken part in what the Government claims was a "counter-revolutionary rebellion".

According to Zhang Jianmin, the deputy mayor of Peking, the capital had lost considerable revenue as a result of the democracy protests and imposition of martial law. He said tourist numbers were down from 1.2m last year to an expected 700,000 this year.

The justification for maintaining martial law has been an alleged threat to public order from so-called counter-revolutionaries, but the Government appears to have arrested all but two or three of the nominated 31 student leaders and organisers of the independent workers' union.

UN refugee chief resigns after rows

BY Michael Littlejohns, UN correspondent, in New York

THE UN High Commissioner for Refugees, Mr Jean-Pierre Hocké, is to be replaced, following a series of incidents that have embarrassed his agency and adverse reports on his conduct.

In accepting Mr Hocké's resignation, effective on November 1, the UN Secretary-General, Mr Javier Pérez de Cuellar, said yesterday that Mr Gerald Hinterberger, the Austrian executive director of the UN Economic Commission for Europe, would become interim High Commissioner, pending the selection of a successor by the General Assembly.

Mr Hocké, a 51-year-old Swiss national, was appointed to the post in 1986, after having served as operations director of the International Committee of the Red Cross.

His tenure has been embroiled by controversy, including a bizarre incident early last year, when he ordered the burning of all 180,000 copies of the agency's magazine because it contained a critical article about West Germany, an important donor state that he was about to visit.

The Danish Government has begun an investigation into reports that a special fund it established for refugee education when the former Danish Prime Minister, Mr Poul Harting, was High Commissioner had been tapped by Mr Hocké and his wife for first-class air travel at a time when the agency was making economies.

In his letter of resignation to Mr Pérez de Cuellar, Mr Hocké spoke of "anonymous and public attacks" over the last two years. He said the increased controversy crippled his capacity to fulfil his principal responsibility towards refugees in need.

Australian inflation climbs to 8%

By Chris Sherwell in Sydney

AUSTRALIA'S annual inflation rate, already significantly higher than those of its main trading partners, has surged back to the 8 per cent mark for the first time in two years.

Figures released yesterday by the Bureau of Statistics put the consumer price index for the three months to September 2.3 per cent higher than the previous quarter.

The Bureau pointed out that, on recalculated numbers up to the March quarter, when the basis of its computation was altered, yesterday's annual figure would have been still higher, at 8.3 per cent.

Despite the disappointing trend Mr Paul Keating, the federal Treasurer, said he stood by his August budget forecast for the fiscal year to June 1990 of an average inflation rate of 7.5 per cent.

The biggest contribution to yesterday's rise came from housing costs, caused by increases in mortgage interest rates and house prices, which accounted for more than one-third of the reported rise.

The move followed Wednesday's tender for \$51bn (\$500m) of 13-week and 26-week Treasury notes, and was widely expected.

The rate indicates the price at which the Bank will repurchase Treasury notes from the market, and it has followed a trend which reflects the Government's relentless tightening of monetary policy. Back in December 1987 it stood at 12.5 per cent. It was last at 13 per cent in August 1988.

Yesterday Mr Keating and Mr Bob Hawke, the Prime Minister, both reaffirmed that there was no scope for a relaxation of policy, while the opposition repeated its calls for a change in direction.

The markets rode out the developments which followed two other disappointments on Wednesday: a downgrading of Australia's credit rating from AA+ to AA by Standard & Poor's, and a disappointing current account deficit.

Analysts agree that the parity of good news about the Australian economy argues heavily for the Hawke Labor Government, which faces a general election sometime before mid-1990.

Having made much of its economic management talents, Labor's circumstances are now looking steadily less propitious. But while the opposition Liberal and National party coalition has presented its alternative, it is still seeking to establish its credibility as an alternative government.

Keating stands by budget forecast of 7.5 per cent

increases in mortgage interest rates and house prices, which accounted for more than one-third of the reported rise. Food added another one-fifth, and transport one-sixth.

In a separate development, the Reserve Bank lifted its rediscount rate to 18.0 per cent from 17.7 per cent.

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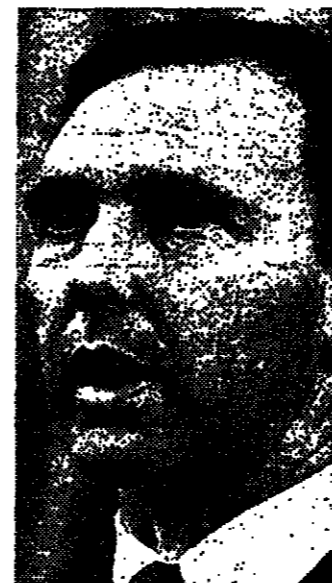
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Airline crash in east Taiwan claims 54 lives

A CHINA Airlines Boeing 737 crashed and burst into flames yesterday on a rain-swept mountain in eastern Taiwan, and all 54 people aboard were feared dead, airline officials said.

The crash occurred near Chia Min, a village of about 2,000 people, five minutes after the plane took off from Hualien, officials said. The jet was en route to Taipei about 150 kilometers (93 miles) to the northeast.

All on board were Taiwanese except for one man identified only as a 41-year-old US businessman from California, the airline said. China Airlines spokesman Lodge Lo said all 47 passengers and seven crew members were believed killed.

Airline officials had earlier said that there were 49 passengers aboard the aircraft. Hualien police said about 130 rescuers pushed to the crash site, about 20 kilometers (12 miles) from the airport. By late night, they still had not reached the wreckage, which was accessible only by foot.

A witness, who identified himself only as Mr. Chang, told television reporters he saw the plane hit the mountain and explode into a huge fireball.

China Min police quoted rescue workers as saying they believed the fire had been extinguished by the rain. "We still cannot figure out why the accident happened. The plane is only 2 years old and it was in good condition," Lo said.

The airline quoted Hualien control tower officials as saying they instructed the plane to turn right and fly over the sea, but the jet turned left over land instead. No explanation was given.

Alitalia ends Abidjan service as flight quotas row escalates

By Mark Hubbard in Abidjan

EUROPEAN airlines operating services to west Africa may be forced to pull out following the imposition of new limits on the number of flights and passengers, introduced to protect the ailing local carrier Air Afrique.

Alitalia has already decided to suspend its flights to Abidjan in the Ivory Coast, where the new limits have been introduced. The last of its twice-weekly flights to Rome leaves Abidjan today.

Amid claims that European airlines are "stealing" African airspace, companies operating services to Abidjan have been told to cut their flights to one a week and the number of passengers alighting at Abidjan will be limited to 100 per flight from November 1.

The ruling also affects Ethiopian Airlines and Aeroflot. European diplomats are expected to meet the Ivory Coast's Ministry of Transport officials today to lodge a complaint on behalf of three of the airlines - British Airways, Sabena and Alitalia.

They claim that because it is a unilateral action by the Ivory Coast it contravenes air service agreements, which have to be negotiated bilaterally between governments.

It is expected that Swissair and Iberian Airlines will also be represented. In response to the Ivory Coast's ruling, Air Afrique was told on Monday that it was no longer permitted to operate flights to Rome.

The row with Alitalia could seriously damage the Ivory Coast's tourism industry. An estimated \$30m is spent by up to 45,000 Italian tourists who visit the country annually.

British Airways is expected to retain its weekly flight at least until January before considering the viability of the route.

BA, which took over the route following the British Caledonian takeover in 1988, claims the bilateral air services agreement signed in 1978 allows designated carriers such as BA to have at least two flights if the other country's airline does not operate a service on the same route.

The row could seriously damage the Ivory Coast's valuable tourist industry

The Ivorian decision also cuts direct west African air links with Nairobi, east Africa's major business centre. Ethiopian Airlines, which operates nine flights a week between east and west Africa, is to move its operations to the Togolese capital Lome in response to the new restrictions, and passengers for Nairobi will be re-routed via Addis Ababa.

Air Afrique's strategy of taking on European competition by forcing other airlines out of the region, was first outlined during discussion of a French rescue plan for the carrier earlier this year.

The former director general of the French overseas air board, the COCCE, Yves Roland-Hillecart, was appointed the airline's director general in March following the French Government's decision to give \$90m as part of a rescue and radical restructuring plan.

In a statement this week Mr Roland-Hillecart said: "France represents 70 per cent of our market, and we don't want it to be pillaged by companies from other European countries who, under the pretext of liberty, pass through Paris to pick-up and deposit passengers to the detriment of Air Afrique, Air France and UTA."

The French business stake in Air Afrique is considerable with the private airline UTA holding a 28 per cent stake in the airline through its subsidiary Sodeair.

Neither Air France nor UTA have been affected by the new restrictions. It is now expected that UTA may take-up some of the routes vacated by other European airlines. Air Afrique, with a fleet of only six passenger and one cargo aircraft jointly-owned by 10 Franco-phone governments in west and central Africa, cannot hope to replace the European services currently provided despite the considerable profits to be made particularly from tourism.

As part of the same restructuring plan unprofitable routes to the Middle East were abandoned earlier this year and 1,800 of its 5,500 staff will be laid-off by January 1990.

Mr Roland-Hillecart also appealed for payment of unpaid capital subscriptions and tickets used by government officials from countries with a stake in the airline. Together arrears exceed \$37m.

'Mission impossible' for an Israeli captain of industry

Hugh Carnegie reports on progress being made by the man charged with reversing Zionist tradition of state ownership

"Mission Impossible" is how Mr Ze'ev Refua refers to the task that faced him when he was brought in from the private sector to take charge of Israel's privatisation programme.

Four years later, he has given himself another six months as head of the Government Corporations Authority to prove whether or not he can, after all, accomplish the "impossible" and in the process reverse a deeply entrenched tradition of state ownership of industry that sprang from the socialist Zionist ideal on which Israel was founded.

The aim is two-fold: to ease the burden of the country's big national debt by raising some \$5bn over the next few years (this target does not include the planned sale of the Government's majority holdings in the banks, a separate and highly controversial issue), and to inject a much-needed dose of vitality and efficiency into the moribund economy. Privatisation is regarded as a key part of the attempt to reform Israel's state-heavy, centralised economy into a more open, market-oriented system.

economic activity, but its recent record of profitability is poor. Once at the leading edge of the country's economic development, the state sector has become burdened by bureaucratic restrictions and rigidities which govern everything from investment decisions to wage scales.

One of Mr Refua's favourite examples is the fact that any decision to assign a state company car with an engine size larger than 1300cc requires his personal approval.

Mr Refua is not promising success for the privatisation programme, but neither does he lack optimism. His hopes were buoyed in September when the second significant sale of a government-owned business cleared its final hurdle, the Knesset Finance committee approving the disposal of

22.4 per cent of Jerusalem Economic Corporation a property company - to a group of investors headed by Beze Slesman, the US investment bank, for \$54.7m.

The sale of JEC followed that of a 75 per cent stake in Paz Oil last year to an Australian investor for almost \$100m and three small-scale flotations of the Tel Aviv Stock Exchange.

For Mr Refua, the importance of these lies not so much in the deals themselves but in what they signalled to potential investors sceptical of the commitment to privatisation. "We have proved we can deliver the goods," he says.

group with turnover of more than \$1bn. It has always topped the list of privatisation attractions because of its strong export and profit record from its core products of phosphates, fertiliser and bromine. First Boston of the US, which 18 months ago produced a master privatisation plan for the Government listing 25 companies to be sold, has produced a prospectus for the private placement of a 50 per cent stake in ICL which should raise around \$400m.

Because ICL faces formidable international competition, the Government decided a majority should be privately placed through investment banks to find a partner for the business, rather than floating it off by itself. Minority stakes will be sold later to the public and employees.

Similar treatment is being planned for Oil Refineries and Elia, a successful subsidiary of Israel Aircraft Industries, which makes electronic weapons systems.

El Al. The obstacles still to be overcome in all these categories are considerable. El Al, though back in profit, is still in receivership. In the case of Oil Refineries, the planned sale is complicated by the rigid, monopolistic energy distribution system in Israel. Reforms to free the market before privatisation are planned, but

One striking feature is that both Likud and Labour are unanimous on the need to privatise

though these may improve the long-term prospects for Oil Refineries, finance ministry officials say they could mean a drop in revenue in the short term.

more profitable. Yet if there is one issue which unites Israelis, it is on the perceived high price they pay for a dismal telephone service.

Another significant factor in the case of a number of companies is their strategic importance to a country still officially in a state of war with most of its neighbours and subject to the Arab trade boycott. This is one of the reasons why the Government intends to retain an ultimate veto over most in the shape of an open-ended "golden share", even when it holds zero equity.

Politically - especially given the past ties between the state sector and the development of the nation - a striking feature is the near unanimous agreement among ministers in the Likud-Labour coalition about the need to privatise. This holds well for the programme, but each sale is subject to the approval of the Knesset finance committee, which raised a number of objections to the JEC deal before finally giving it the nod.

Mr Refua knows all these pitfalls better than anyone. He has decided to return to private industry next spring, by which time, he says, the watershed will have been reached.

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**CUSTOMER HANDBOOK**  
**WHO CONTACTS YOU**

It's important to know who your customers are and how they are contacted. This handbook provides you with the information you need to know about your customers and how to contact them.

Once you've got their names, you can contact them by phone, fax, or mail. You can also contact them through the internet or other electronic means.

You can inform them of your services, products, and prices. You can also provide them with information about your company and its history.

Show them you appreciate their business. By responding to your letters in a timely manner, you can show them that you value their business.

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## AMERICAN NEWS

## Brady seeks more reform in regulation of markets

By Peter Riddell, US Editor, in Washington

FURTHER reforms in the regulation of financial and securities markets are needed to deal with unstable conditions, Mr Nicholas Brady, the Treasury Secretary, argued yesterday.

Before taking up his present post in August last year, Mr Brady not only ran the Dillon Read securities house in New York but also headed a presidential commission investigating the slump in share prices of October 1987.

Testifying yesterday about pending legislation, Mr Brady argued that the Securities and Exchange Commission needed more powers.

In particular, the administration now believes legislation is needed to speed the process of co-ordinating clearance and settlement of futures, equities and other products that cross financial markets. This differs from the earlier view of the working group of financial regulatory agencies, which argued that the issue should be left to the private market.

But yesterday Mr Brady said that clearance and settlement "remain the weakest link in the system" and therefore the administration supports a provision in the market reform bill before Congress that would direct regulators to co-ordinate clearance and settlement.

Mr Brady said the working group on financial markets was to be asked to reconsider



Brady wants new rules

issues related to stock and futures margin requirements. Previously, this group had concluded that minimum margin requirements prevailing last week were sufficient for prudential purposes and were consistent between markets.

But subsequently, he noted, futures markets had reduced their minimum margin requirements to levels even lower than before the 1987 collapse. "This raises questions about whether futures and equity margin requirements are consistent at these levels and whether futures margins are adequate." He was "very concerned about these issues".

The only difference from testimony given yesterday by Mr Richard Breeden, the new

chairman of the SEC, was over whether the commission should be given the power to halt trading in times of emergency.

Mr Breeden has said he does not want such authority, which at present rests solely with the president. But Mr Brady has argued that such a change is needed since the initial governmental response to market emergencies should come "from a regulator with expertise and proximity to the markets".

Mr Brady warned Congress against going too far in its attempt to eliminate market volatility. "We cannot and should not attempt to eliminate major market moves, whether by legislation or regulation."

He argued that the sharp drop in share prices two weeks ago did "not signal any fundamental change in the condition of the economy".

The system, he said, "had functioned well on October 13. Few, if any, of the operational problems that we witnessed in 1987 occurred, and the systems that were put in place over the last two years to address market declines appeared to work reasonably well."

The most pressing concern of financial regulators was "market overhang", or unfilled business that could have flooded the market with sell orders on October 16.

## A region out to show it has come of age

Tim Coone looks at today's meeting of Latin American leaders in Costa Rica

AS A reminder that Costa Rica's democracy was not always so peaceful and civilised as it is today, bullet-holes can still be seen in the outer walls of the old Bella Vista barracks in San José.

Now the National Museum, 40 years ago it was the scene of an attempt to overthrow the government of Don "Pepe" Figueres, the founder of the ruling National Liberation party (PLN), who had come to power a year earlier by leading a rebellion against a government that stole the elections from his party. The PLN is now one of the best-established social democratic parties in Latin America.

This weekend President Oscar Arias will make a speech on the steps of the museum to commemorate 100 years of Costa Rican democracy. He has invited heads of government from across the American continent to use the occasion to discuss six topical themes dubbed as the 6 "Ds" - democracy, debt, development, deforestation, drugs and disarmament.

Indeed, as far as the US is concerned Panama and Nicaragua are the two key issues of the San José summit, in the former case to try to rally support for stronger sanctions

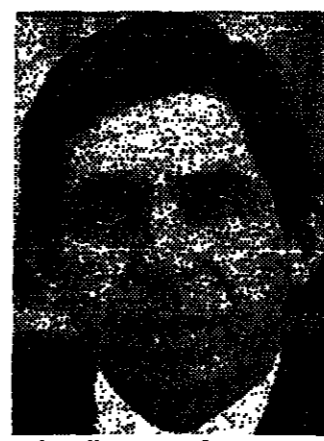
present today, as will 1,500 journalists who have converged upon San José and a similar number of members of the official delegations (800 from the US alone). The local hotel and car-hire businesses are booming.

But what is it all for? Plenary meetings will last only four hours over the two-day summit. No final document is to be produced. Diplomats say US President George Bush does not want to put his name to anything that might also be signed by President Daniel Ortega of Nicaragua.

With the latter in an election campaign, the US is concerned that signs of a rapprochement might favour Mr Ortega at the expense of his opposition. For the same reason a much-spectated-on Bush-Ortega encounter has also been firmly ruled out.

Mr Bush however is due to meet Mrs Violeta Chamorro, the main opposition candidate in the Nicaraguan elections, as well as leaders of the Panamanian opposition.

Indeed, as far as the US is concerned Panama and Nicaragua are the two key issues of the San José summit, in the former case to try to rally support for stronger sanctions



Arias discussing the six "Ds"

against Panama's military leader, General Manuel Antonio Noriega, and in Nicaragua's case to maintain diplomatic pressure to ensure fair elections there next February.

Mr Arias and the Latin Americans though have their own particular interests to pursue. According to close aides of Mr Arias, even though a final summit document has now been ruled out, he still hopes the meeting will mark the beginning of a new Latin American-US relationship based on an understanding that Latin America has come

of age and deserves to be treated as an equal partner.

His successful Central American peace initiative during the Reagan administration won him the Nobel Peace Prize - and the opprobrium of the hawkish right in the US.

Diplomats say it is a message that will not be lost on the new Bush administration, though, especially given Mr Arias's diplomatic support for the US over Panama.

The summit will meanwhile give Mr Bush a chance to meet most of the continent's leaders on both a multilateral and bilateral basis. That in itself is being seen as a significant outcome of the meeting and an opportunity for Mr Bush to give substance to his declared policy of promoting co-operation with Latin America.

Interest is also focusing on Mr Ortega. His conciliatory approach at last August's Central American summit made a deep impression on the Arias team. "He has become an able and mature diplomat," said one Arias adviser. He may offer some initiatives but the Nicaraguan delegation of over 100 members is playing its cards very close to its collective chest.

The worst-kept secret in town, however, is that the Canadian Prime Minister, Mr Brian Mulroney, is today to announce Canada's entry into the Organisation of American States (OAS), thereby opening a new phase of Canada's relations with Latin America which can be expected to have both political and economic ramifications.

Mr Mulroney is due to speak immediately after Mr Arias's summit opening speech - a schedule which has upset the Argentines, who wanted President Carlos Menem to speak second. For Mr Menem, the summit is an important opportunity to project himself as a Latin American leader and, as one summit organiser, said to bring Argentina in from the cold.

For those left out in the cold, Panama, Cuba and Chile, they can expect to receive a stern finger-wagging from most of those at the summit. Of the six "Ds", democracy and drugs are expected to be the dominant themes and Panama falls on both counts.

As Mr Arias speaks outside the National Museum, the symbolism of what happened there 40 years ago will not be lost on those focusing today on Costa Rica's neighbour, Panama.

## Tax package entangled with East European aid

By Peter Riddell

THE increasingly bitter battle over reducing US capital gains tax has become entangled with the Senate's debate over the US aid package for Poland and Hungary. This threatens to cause delays to both proposals, as well as to legislation needed by next Wednesday to increase the federal debt ceiling.

This mess has led to heated exchanges between the White House and the Democrat congressional leadership.

Senator Bob Packwood, the main Republican sponsor of a capital gains tax cut, included it as an amendment to the large Eastern European aid package. Senator George Mitchell, Democratic majority leader, warned yesterday that this was "an unwise and unfortunate action that will obviously cause delay and per-

haps permanent defeat of Polish and Hungarian aid". He criticised the administration for putting the issue of capital gains above the international need to help the new democracies in those countries.

There are now at least four different sets of East European aid packages - \$451.1m (£280m) proposed by the administration, \$585m by Republican minority leader Senator Robert Dole (without official White House backing), \$687.5m by the House of Representatives, and \$980m by the Senate Democratic leadership (scaled down from \$1.2m proposed by the Senate Foreign Relations Committee).

The eventual package will probably be somewhere between the House and Democratic Senate versions.

## Brazil TV star enters poll fray

By Ivo Dawson in Rio de Janeiro

A TELEVISION variety show host better known for knock-out wisecracks than political know-how has brought both

fame and fear to Brazil's first free presidential election for 29 years. With just three weeks to go before the first round of polling, Mr Silvio Santos has let it be known that he is ready to stand for the country's highest office if any party wants him as its candidate.

Despite a certain physical resemblance to the character of The Joker in the current cinema blockbuster, Batman, Mr Santos is deadly serious and so are his supporters. His candidacy is supported by many members of the country's second largest party, the Liberal Front (PFL), who are now trying to dump their candidate, Mr Aureliano Chaves in his favour.

He is also flirting with the Liberals (PL) whose hopeful,

Mr Guilherme Afif, is said to be ready to step down.

But the prospect of a Santos candidacy has sent shock waves through the business community. They fear he could easily take enough votes away from the front-running capped crusader for economic liberalism, Mr Fernando Collor, to let in the hard left.

On Wednesday, leaders of the São Paulo Industries' Federation (Fiesp) publicly criticised his intervention as upsetting the election and damaging the country's international reputation. One businessman warned: "Silvio would cause havoc. I do not know if the country could take the consequences."

The black dollar also reacted, leaping to over NC212 - a margin of over 140 per cent against the official exchange rate. That alone confirms the popular view that Mr Santos

would take a sizeable proportion of the vote, as have polls earlier in the year showing him a strong third.

A former barrow boy turned multi-millionaire owner of Brazil's second largest television network, he has a huge working class following, largely derived from his day-long quiz and variety show, aired every Sunday.

Armed with a vast, toothy smile, and the kind of folksy integrity cultivated by game-show hosts, Mr Santos's appeal rests in his image as an entirely unpolitical man of the people. His only known political opinion is a general predisposition towards a liberal economic outlook.

A Santos candidacy would provoke a barrage of legal objections to the electoral authorities and it remains unclear whether he would be allowed to stand.

## US gross national product up 2.5%

By Anthony Harrison Washington

US real gross national product rose at an unchanged annual rate of 2.5 per cent in the third quarter, according to the advance estimate from the Department of Commerce, published yesterday.

The composition of national demand changed sharply, however. A 1.4 per cent rise in consumer sales - mainly cars - after a flat trend more than offset a \$22bn fall in real net exports, and smaller falls in house-building and federal spending.

Mr Nicholas Brady, Treasury Secretary, told the Senate Banking Committee he was pleased with the third-quarter

figures which showed "good, solid growth and a lowering of inflation."

Mr Michael Darby, the Under-Secretary for Commerce, said that the most disturbing element of the GNP report was the deterioration in the real balance of trade. He predicted, however, that the trade balance would improve through the rest of the year.

Falling energy prices had a considerable impact on the figures. The fixed-weight price deflator, considered the best indicator of underlying inflation, fell to an annual rate of 2.9 per cent from 5 per cent in the previous quarter. But Dr

Michael Boskin, chairman of the Council of Economic Advisers, said that this figure was probably below trend.

Energy prices also largely explained a 1 per cent fall in the import price index over the quarter and it further seems likely that higher imports of cheaper oil contributed to the rise in price-adjusted imports. The boom in car sales accounted for 40 per cent of the total rise in GNP. Durable goods purchases rose at an annual rate of 15 per cent during the quarter, more than twice the growth rate of 1988.

Brady seeks more reform, Page 6

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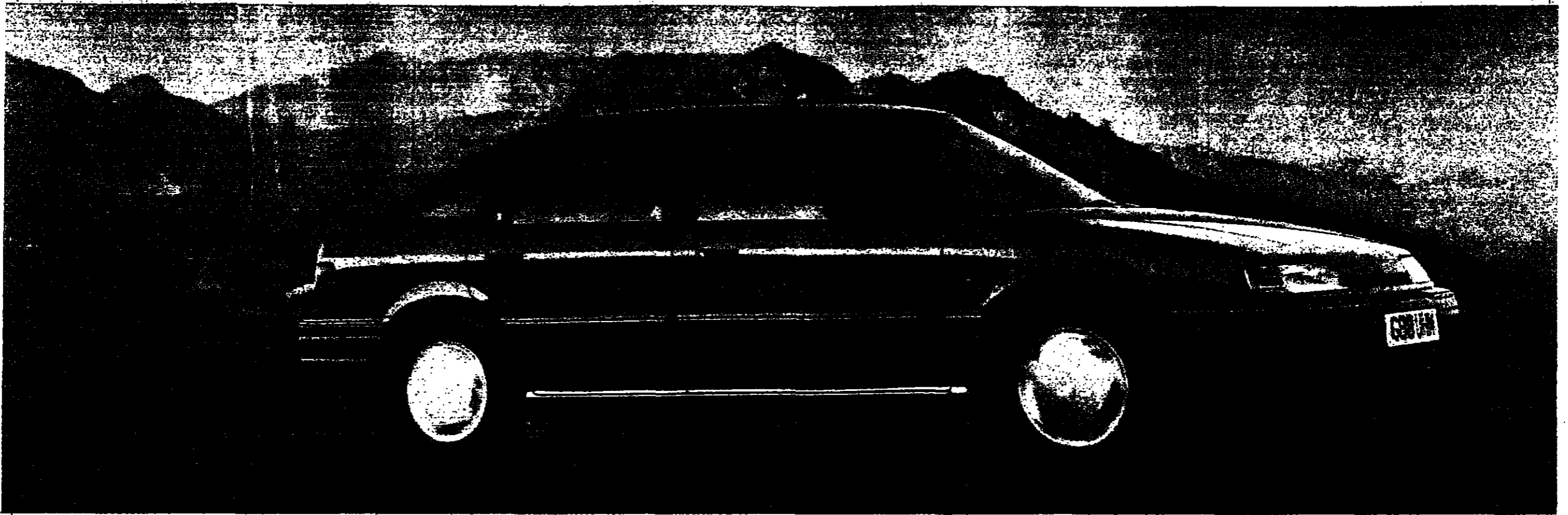
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WORLD TRADE NEWS

Lome meetings move towards critical stage

By Tim Dickson in Brussels

CONCERN at the wide variety and deep complexity of unresolved issues will mark the opening in Luxembourg today of the critical final round of trade and aid talks between the European Community and 66 African, Caribbean and Pacific (ACP) countries. A financial package worth more than Ecu10bn is at stake in negotiations over the so-called fourth Lome Convention, as well as special access to the EC for a range of agricultural and industrial products from developing countries. The process of renewing the present agreement, which expires in February, 1990, began almost a year ago. Although similar resolutions have been frustrated in previous Lome negotiations, EC diplomats say that the French Government is determined to reach an agreement before the end of its six-month Presidency. Others point to the growing obsession within the EC with East/West politics and the relatively lower level of interest in North/South affairs.

Commission questions French airline pact

By Tim Dickson in Brussels

FRANCE and the European Commission are set for another battle over competition policy following a decision by the Brussels executive to "engage in a dialogue" over the terms of a controversial route sharing agreement between Air France and its domestic rival Air Inter. The issue is delicate because the Commission is engaged in a broader investigation of the French air transport industry. A decision will have to be taken soon, for example, over the complaint of another French airline, UTA, that the Paris Government has rejected its application to fly to various European destinations, while the cross shareholdings in Air Inter (in which UTA and Air France both have a 35 per cent stake) has also been put under the Commission microscope. Besides the inevitable French pressure being exerted in Community corridors, the attitude of the Brussels authorities may be shaped by tactical considerations during discussion of the Commission's latest airline liberalisation package. France is known to be distinctly lukewarm about aspects of these proposals and there are those in Brussels who feel that tough application of the competition rules in the cases now being scrutinised will only complicate negotiations in the Council of Ministers when they get under way at the end of the year. Others, notably Competition Commissioner Sir Leon Brittan, argue effective use of the Commission's powers is the only way to achieve a freer market in air transport.

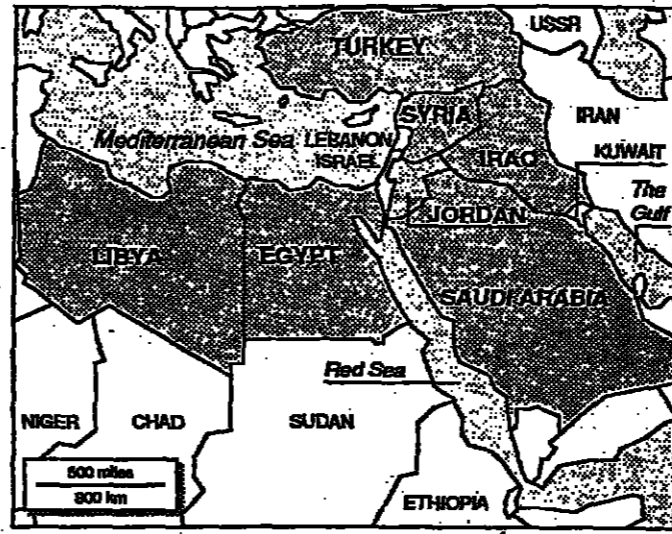
Islamic grid may not be pylon-in-the-sky

Tony Walker reports on proposals for huge regional electricity networks

MR MOHAMMED Maher Abaza, Egypt's Electricity Minister, could not be accused of allowing small problems like lack of money and disbelieving colleagues, stand in the way of his grandiose schemes.

An eccentric in an Egyptian cabinet dominated by cautious technocrats, the talkative Mr Abaza appears on the verge of seeing some of his more improbable dreams come true, and in the process, to his immense satisfaction, he is confounding the sceptics. "The projects that I had thought of (to link Egypt with the power grids of Europe) are going to be more than a dream," he said in an interview recently.

Several years ago, when Mr Abaza first began talking about developing pan-Arab and pan-African power networks to share energy regionally, and also to tap into the European grids through Morocco and Turkey he was not taken seriously. Today, steps are under way to link Egypt with Jordan, and studies have been commissioned into developing African and Arabian regional networks. The latter, to include Turkey, is being referred to as the "Islamic grid".



grids by cable under the Gulf of Aqaba.

The award of an Arab Fund for Economic and Social Development-financed \$650,000 contract to a Canadian consortium of Hydro Ontario and Hydro Quebec International to draw up a "master plan" for the Islamic power network.

Plans by the African Development Bank to commission the same Canadian consortium to conduct a \$5m feasibility study into building an African network linking Egypt, Zaire, Sudan, the Central African Republic and Morocco.

Plans to link the Egyptian and Libyan power networks following this month's rapprochement between the previously estranged neighbours. Advanced discussions on linking Egypt and Saudi Arabia's electricity systems. The award of a \$126m contract to Hydro Quebec in association with Canada's Levain International and several local groups to study the possibility of linking Gulf Co-operation Council states - Saudi Arabia, Qatar, United Arab Emirates, Bahrain and Kuwait - in an Arabian peninsula network. Advanced plans to join the North and South Yemeni power grids.

Studies into the possibility of building a new 12-nation Mashreq power system based on the six states of the Gulf Consultative Council, the two Yemens, Iraq, Jordan, Syria and Lebanon.

Mr Abaza estimates that the Islamic Grid will be completed within about five years. The pan-African scheme will take considerably longer, and it is most unlikely that the first phase linking Egypt and Zaire would be completed this century.

Egypt's Electricity Minister believes that regional networks and the sharing of power surpluses, would lead to huge savings for the participants. He said that among the five signatories to an agreement to establish the Islamic grid, Iraq and Turkey had large reserves of electricity which could be shared regionally.

Mr Abaza said political difficulties between Syria and Iraq - the two regimes have been at loggerheads for years - were not interfering at this stage with plans for a regional network. "Economic concerns are the main issue for the parties to the agreement," he observed. The minister is being a little ingenuous in suggesting that political factors are insignificant. Cairo's own interest in joining its power grids with its southern neighbours serves

a useful diplomatic purpose by helping to emphasise Egypt's African dimension. Egyptian concerns about the security of its Nile water supplies has obliged it to nurture its African links, for the river rises in two African states and flows through several others on its passage to Egypt. Egypt's recent scare over the long years of drought in its African hinterland and the consequent reduction in water flowing through the great turbines of the Aswan high dam is another factor that has prompted the Egyptians to attempt to tap into a strategic reserve of electric power.

Electricity Ministry officials make no secret of the fact that for the foreseeable future Egypt will not be generating sufficient electricity to meet demand at peak periods. The authorities are fighting a tough battle to increase generating capacity at a fast enough rate to cope with demand which is expected to rise at an average annual rate of 11 per cent for the coming decade. Surpluses available from its neighbours would help to ease pressure on Egypt at a time when funds for investment in new infrastructure projects are being squeezed. If Egypt could share the surpluses of others it would help to solve one of its most critical problems.

S Africa sells China coal

CHINA, which has traditionally shunned ties with white-ruled South Africa, is buying coal from Pretoria, a Dutch monitoring group said yesterday, Reuter reports from The Hague.

The first of 10 shipments was unloaded in the southern province of Guangdong in June, according to the Shipping Research Bureau, a body which monitors South Africa's oil and coal trade.

"For a long time China, as a socialist country, did not maintain trade relations with South Africa. Lately a change in this policy could be noticed. China has begun to import South African steam coal," the bureau said.

The United States and several European nations have imposed a complete or partial boycott on the import of South African coal as part of a protest against apartheid.

A boost was given to plans for the grid when electricity ministers from Jordan, Egypt, Iraq, Syria and Turkey agreed in Ankara earlier this year to co-operate in building a regional network that would eventually be connected with Europe. The proposal for an Islamic grid is just one of a number of regional schemes being studied at present. Among various new developments are: A Jordanian-Egyptian agreement to proceed with a \$170m scheme to link their power

more fully natural gas as the fuel for generating electricity. The programme, to be funded by the US Agency for International Development, includes the construction of a combined cycle unit at the Cairo South power station, the overhaul of the Cairo West power station and the refurbishing of gas turbines at a number of other locations. The US has stepped up its assistance for energy projects following Egypt's decision earlier this year to increase electricity prices. The Americans had been withholding more than \$200m in assistance, pending action on prices.

Egypt and US sign \$136m power deal

By Tony Walker in Cairo

EGYPT and the United States have signed a \$136m agreement to rehabilitate and extend existing power stations as part of Egyptian efforts to maximise generating capacity. The US embassy said the aim of the project was to increase generating capacity, to rehabilitate existing generating facilities and to utilise

more fully natural gas as the fuel for generating electricity. The programme, to be funded by the US Agency for International Development, includes the construction of a combined cycle unit at the Cairo South power station, the overhaul of the Cairo West power station and the refurbishing of gas turbines at a number of other locations. The US has stepped up its assistance for energy projects following Egypt's decision earlier this year to increase electricity prices. The Americans had been withholding more than \$200m in assistance, pending action on prices.

US grants Hungary MFN status

By Nancy Dunne in Washington

US PRESIDENT George Bush yesterday, halting "the rebirth of Hungary as an entrepreneurial nation" formally signed legislation granting Most Favoured Nation (MFN) trade benefits to Hungary on a permanent basis. The signing came after Hungary last month met US criteria for MFN status by codifying a free emigration law.

President Bush has been strongly criticised for offering Hungary only \$25m to establish an enterprise fund, \$5m to open an environmental centre and \$8m for a cultural and exchange programme.

But he insisted yesterday that the "we're not passive observers" to reforms in Eastern Europe. "Let no one doubt our commitment to freedom's success in Eastern Europe, for we know that we are privileged to participate in a very special moment in human history," he said.

Mr Fred Zeder, president of the Overseas Private Investment Corporation (Opic), the US agency which insures investors in developing nations against political risk, two weeks ago visited Hungary and signed an agreement to extend Opic's coverage there, although Congress has not yet authorised the move.

President Bush has also promised to grant MFN status to the Soviet Union, once a law allowing free emigration is in place. There is speculation in Washington that President will grant at least temporary MFN to the Soviet Union at his spring summit with Soviet Leader Mr Mikhail Gorbachev.

Uncertainty on farm talks

By William Dullforce in Geneva

AFTER THE European Community's swift dismissal of the latest US proposal on farm trade reform, the question in Geneva yesterday was whether Washington's initiative will help the talks forward or return them to the deadlock between Washington and Brussels that nearly stalled the Uruguay Round last year.

Initially, the US paper was applauded as the first attempt to co-ordinate in one programme all the elements that would have to be negotiated, if the costly distortions in farm

trade are to be removed. Support from the 13-nation Cairns group of farm exporters was not surprising. But, significantly, the US proposal was warmly received by the Latin American countries within the group, such as Argentina, Brazil and Uruguay, which had halted the trade ministers' meeting at Montreal in December because of their anger over the impasse in the farm talks. Japan, the biggest net food importer, had reservations about the practicality of the US proposal.

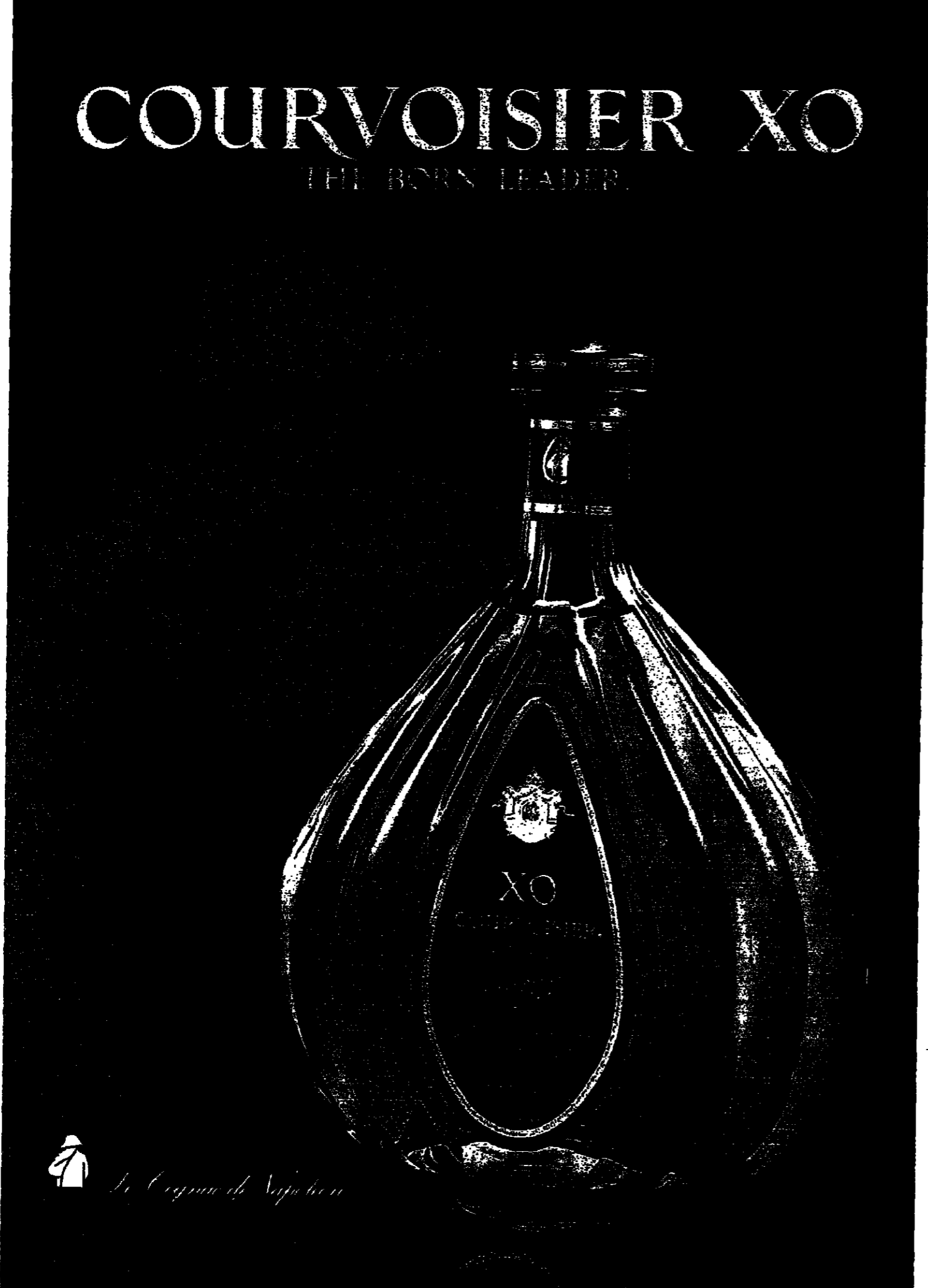


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# Nigel Lawson: sometimes a radical, always an odd man out in politics

MR NIGEL Lawson has always been a bit of an odd man out in politics. Odd because politics was not his natural profession, though what his natural profession is remains unclear, writes Malcolm Rutherford. Possibly it is journalism, in which he has at times excelled.

Odd also because he did not have a natural party allegiance. True, he has always been a conservative, but a conservative with a small "c" in the sense of someone who does not believe in unnecessary change. That did not prevent him from being radical when he wanted to be: for example, on tax reform, where he always has wished to go further than the Prime Minister would let him.

Odd again because of his great intelligence. This is sometimes deceptive. Lawson has a self-grown lazy streak: he has never liked doing unnecessary work and has often found it difficult to do almost anything on time - even as a journalist.

The laziness, however, never concealed to anyone who knew an intense intellectual concentration whenever he was genuinely interested in a subject.

He did not do a great deal of work on the last budget, leaving the details to Mr Norman Lamont, then the Financial Secretary at the Treasury. But that was because the budget was largely about technical reforms.

Mr Lawson had put in his work earlier, both when in the first years of Mrs Thatcher's Government he was Financial Secretary himself and devised the medium-term financial strategy and a guiding force behind the abolition of exchange control, and later as a tax-cutting Chancellor.

He is an odd man personally, as well. In that so few people seem to understand him. "I have never tried to make myself liked or popular," he has said many times. And on the surface that is true. But Mr Lawson has also said, more privately, that he sometimes regrets it.

The possibility of his being a candidate for Mrs Thatcher's succession clearly crossed his mind two years ago, as it was

bound to do in a man who was one of the architects of the Tory victory at the last election. But he also admitted that if he was running for the top, he should have started training earlier.

He would have liked to have been Foreign Secretary. That again was a late conversion. Like other notable Conservatives - Viscount Whitelaw, for example - he did not much like foreign parts.

Mr Lawson came to see, however, that British foreign policy had become considerably dependent on British economic policy, and global policy was guided at least as much by the Group of 7 as by Nato.

The oddest fact of all - and this will deserve a section on its own when the

history of the Thatcher period is written - is that Mr Lawson and Sir Geoffrey Howe, were not personally close to each other. Mr Lawson as Financial Secretary was a key adviser to Sir Geoffrey as Chancellor. He also became Sir Geoffrey's successor, just as he would have like to have taken over from him at the Foreign Office, though that was perhaps too reserved to push for it.

It was not that they did not like each other. They were just temperamentally different. Sir Geoffrey the workaholic, Mr Lawson the brilliant mind which was applied only by fits and starts.

If the pair of them had decided to work together on broader outlines of policy

some years ago, they could have changed a great deal. Certainly yesterday's events would not have happened. The Chancellor and the Foreign Secretary could have gone to the Cabinet and argued the case for full British membership of the European Monetary System. They never even tried.

Apart from temperament, there was perhaps one other reason. Mr Lawson wanted to join the exchange rate mechanism primarily for economic reasons. Sir Geoffrey's reasons were overwhelmingly political. Mr Lawson has never been the keenest European. For Sir Geoffrey, Europe became all. Thus the two drifted apart, and we now know some of the consequences.

During the Thatcher heyday, Mr Lawson could probably not have forced through EMS membership, even if he had cabinet majority. His mistake was not to use the period of his own ascendancy to force the issue through. And I have said before that he should have resigned in March 1988 when the Prime Minister overruled his D-Mark policy with a schoolmastery dressing-down.

The one happy feature of the resignation is that Mr Lawson has left young enough to continue his career elsewhere. I very much hope that it will still be in the area of national or international public policy, at least some of the time.

Nor do I despair of the British economy. This is now strong enough - despite the rubbish that is written about the trade figures - to withstand the vagaries and waverings of policy. The effort to build a humane market economy - which is different from trawling about the environment and throwing more public money at everything - will be resumed. I do not know under which party. Meanwhile the Chancellor has departed with dignity and restraint - a quality he cannot at this hour expect from his friends and admirers.

Samuel Brittan

## Major moves in to limit damage at the Treasury

By Philip Stephens

MR JOHN Major, one of the leading contenders to succeed Mrs Margaret Thatcher when she eventually steps down as Conservative leader, has always wanted to be Chancellor of the Exchequer.

But the circumstances of his elevation yesterday were even more stunning than those which led to his appointment as Foreign Secretary just a few months ago in Mrs Thatcher's cabinet reshuffle.

The instant view at Westminster was that the Prime Minister had decided yesterday that she had to try to limit the immense damage caused by Mr Lawson's resignation by appointing a successor who would win the confidence of both fellow Conservatives and the financial markets.

Mr Major is known to have a steady nerve, has experience in the Treasury, and is well-liked by colleagues at Westminster.

In July, he was promoted dramatically from the relatively lowly, if crucial, cabinet post of Chief Secretary to the Treasury, following the Prime Minister's decision to force Sir Geoffrey Howe to leave the Foreign Office.

Mr Major had spent the previous two years, effectively, as Mr Lawson's deputy after his promotion to the cabinet after

the Conservatives' 1987 general election victory.

Ironically, Sir Geoffrey's departure was also closely linked to his forceful advocacy within the Cabinet of full British membership of the European Monetary System (EMS).

His rise is one of the most meteoric within the Conservative Party in recent history.

Aged 46 and a member of the 1979 intake at Westminster, his success as Chief Secretary - in balancing the Government's need to maintain a tight grip on the overall level of public spending with demands from the electorate for more resources for key public services - ensured him promotion.

But no-one believed that Mrs Thatcher would reward him so handsomely. And no-one even dreamed that, within months, he would be taking Mr Lawson's place at No 11 Downing Street.

Mr Major is one of the more interesting - and likeable - of senior politicians at Westminster.

Most of his Conservative colleagues can be labelled fairly easily but the best one can offer for Mr Major is practical. He is deeply enthusiastic about the Government's economic strategy and its emphasis on individual freedom.

## Viewpoint: A dignified and necessary exit

THE willingness of Mrs Thatcher to use her distinguished Chancellor of the Exchequer is characteristic of very late Thatcherism, but not in the least surprising.

There are many face-saving devices she could have adopted if she had really wanted Mr Nigel Lawson to stay. She could for instance have asked Sir Alan Walters to do what he in the end actually did off his own bat - that is resign - and retain her Chancellor.

The inescapable conclusion is that Mrs Thatcher was content to see Lawson go, rather than yield an inch, as she previously was determined to remove Sir Geoffrey Howe from the Foreign Office.

So Lawson did the only honourable thing in resigning in a letter, characteristically brief and to the point. The Prime Minister is now in her bunker and we await the post-Thatcher era.

There is one thing on which I will stake my reputation. This is that the constant flow of rumours and speculation about Thatcher and Walters was undermining the pound, the economy and the prospects for jobs and inflation.

For me the most revealing episode was not the essay which Walters sent to the Financial Times, but the spate of rumours on the earlier weekend, after base rates had risen to 15 per cent, saying that Thatcher and/or Walters did not support the base rate rise, wished to leave sterling to its own devices and would not sanction further increases to support sterling.

An on the record statement from 10 Downing Street could have quashed the rumours immediately but none came and the subsequent weakening of sterling was predictable. A series of such undermining episodes going back over 19 months has resulted in sterling being lower and interest rates higher than would otherwise be necessary. And we have not seen the end.

This was a textbook example of what happens when a head of government has neither the courage to support his or her finance minister nor the courage to sack him. But in the end the Prime Minister used the Walters episode to construct the government even more in her own image.

This is not the time for a technical discussion of exchange rate policy and the EMS about which I have written many times. But it is worth pointing out that Lawson, together with Sir Geoffrey Howe and other discarded figures such as Mr David Howell were the real intellectual authors of the revival of free market economics as a practical government strategy, and the Prime Minister's main contribution was to interpose her famous instincts.

Obviously, Mr Lawson cannot be bothered with some of the small change of politics, did not strive to create a personal following and had little feeling for press relations and all the other ingratiating devices of a modern minister. Nor did he have his own "Wal-

ters" inside the Treasury.

As a result the only disagreement which became widely known were rather technical ones, emanating from the financial markets, which baffled most people. But Mr Lawson has been thwarted on more down to earth issues. On some, such as carrying further the onslaught on fiscal privileges of pension funds, the political difficulties were formidable.

But there were other issues on which economic logic and political common sense pointed in the same direction. Mr Lawson was one of the few ministers who predicted poll tax as a political disaster. Nor was he allowed to limit mortgage interest relief to the basic rate taxpayer.

Mr Lawson's achievements go back longer than people realise. His first was when as a junior Treasury Whip in opposition, he took advantage of Labour divisions to push through the indexation of the personal tax system, despite head shaking from some on his own side.

His next achievement was as Financial Secretary in 1979 when he spearheaded the overnight removal of exchange controls - only comparable to the Richard Bonifre controls in Germany in 1949. It was Sir Geoffrey and Mr Lawson who were confident of taking this leap into the unknown, while Biffen like Thatcher and John Biffen who talk of "not backing markets" were hesitant and cautious.

The end of exchange control, coupled with the phasing out

of investment subsidies in Mr Lawson's first 1984 budget, paved the way for the vast improvement in the rate of return to British industry - by making it more difficult for those who could not earn such a return to continue.

Another little known achievement was Mr Lawson's role in building up real stocks as Energy Secretary - which enabled the Government to beat down the coal strike. That victory was not only a landmark in the onslaught on excessive union power, but did far more to restore the rule of law than any number of tough law and order speeches.

Mr Lawson will of course also be remembered for the launching of the Medium Term Financial Strategy. Of course this has been damaged by the difficulty of finding a good measure of the money supply to target - despite the assurances of technical monetarists that such choice would present no problems. But the fiscal side is very much alive and the monetary side is bound to be taken up again.

Mr Lawson's flirtation with the European Monetary System goes back much earlier than people realise - right back to 1981 when he was looking for a form of monetary constraint which would not be easily defeated by the deflationists and high public spenders on his own side of the House. He rightly saw that a commitment to the EMS could gain the support of a much wider coalition than any domestic monetary objective had a chance of

doing. Given the national reluctance to stick with anti-inflationary policies when the going gets tough, this insight is worth preserving. It was unfortunate that Lawson preferred to move towards a link with the D-Mark by stealth rather than to draw upon the element of European idealism, which he perhaps found too sentimental or imbued with wishful thinking.

In any case, whatever the temporary setbacks, Lawson has demonstrated that there is no such thing as going it alone in running the pound; and some successor is sure to build on his foundations.

I am prepared to lay my head on the chopping block to say that he will also be remembered for the 1988 budget which chopped off high marginal tax rates that could only be justified by resentment and envy. Characteristically the measures to help those at the lower end, via National Insurance came in a separate budget, which Lawson was reluctant to call "a budget for the poor" although it certainly helped in that direction.

Of course there were mistakes. To my mind the worst - in which the Prime Minister was involved up to the hilt - was the decision to let sterling slip when oil prices fell in 1985-86 thus momentarily seizing a competitive advantage but sowing the seeds of present difficulties.

This whole episode would not have been possible had not Mrs Thatcher vetoed the first Lawson attempt to join the

EMS. For the whole advantage of rules is that it prevents people from yielding to their own opportunisms - which in this case was backed by all the expert advice.

During the Thatcher heyday, Mr Lawson could probably not have forced through EMS membership, even if he had cabinet majority. His mistake was not to use the period of his own ascendancy to force the issue through. And I have said before that he should have resigned in March 1988 when the Prime Minister overruled his D-Mark policy with a schoolmastery dressing-down.

The one happy feature of the resignation is that Mr Lawson has left young enough to continue his career elsewhere. I very much hope that it will still be in the area of national or international public policy, at least some of the time.

Nor do I despair of the British economy. This is now strong enough - despite the rubbish that is written about the trade figures - to withstand the vagaries and waverings of policy. The effort to build a humane market economy - which is different from trawling about the environment and throwing more public money at everything - will be resumed. I do not know under which party. Meanwhile the Chancellor has departed with dignity and restraint - a quality he cannot at this hour expect from his friends and admirers.

## The Lawson-Walters row chronology

- January 1981 - August 1983 Walters personal economic adviser to Mrs Thatcher.
- March 1988 - pre-Budget rift between Lawson and Walters over need to hold down the pound.
- April - Walters writes in FT that Britain should not join EMS exchange mechanism.
- June - Walters writes several articles in UK press warning of "tragic consequences" of full EMS membership.
- July 15 - Hints that Walters may return from US as full-time adviser to Thatcher.
- July 18 - Walters criticises Lawson over handling of economy as "misguided," and blames trade deficit on Lawson's policy of shadowing the D-Mark.
- July 20 - Thatcher tells Walters to keep quiet and Lawson receives full backing of Tory MPs.
- January 1989 - Confirmation that Walters will return as full-time adviser.
- March - Walters praises Lawson Budget as "boldly brave."
- May 2 - Walters rejoins Thatcher as full-time adviser.
- June 11 - Lawson brushes aside Walters' views over entry into EMS.
- June 14 - Thatcher rejects call to sack Walters.
- October 14 - Article in FT quoting Walters as saying EMS "has broken." Labour calls on PM to disassociate herself from Walters' views.
- October 19 - Lawson at Mansion House reaffirms belief in intervention to support the pound.
- October 22 - Tory MPs demand that Walters be sacked.
- October 24 - Lawson publicly rebukes Walters, Downing Street tells Walters to keep quiet.
- October 26 - Thatcher refuses to sack Walters and backs Lawson. Lawson resigns. Walters resigns.

The first round of the Japan-U.S. Structural Impediments Initiative talks was held in Tokyo on September 4 and 5 with the aim of improving the trade imbalances between the two countries. The talks focused on structural impediments that are seen as being the root cause of external trade imbalances in both countries. The U.S. began by citing Japanese structural problems, calling for immediate corrective measures. Among the structural impediments indicated by the U.S. were (1) the large differential between domestic and international prices (2) the need for deregulation and streamlining of the distribution system (3) excessive saving resulting from insufficient social capital investment and (4) land utilization regulations and tax laws that cause abnormally high land prices.

Meanwhile, trade imbalances are shrinking in both countries. In Japan, the average monthly trade surplus fell from a seasonally adjusted 6.7 billion dollars, posted in the second half of 1988, to an average of 5.3 billion dollars in the first half of 1989. The trade surplus also fell to a monthly average of 4.7 billion dollars in the July-August period. During the same period, the monthly trade surplus with the U.S. also narrowed to 3.6 billion dollars from 4.1 billion dollars.

Similar trends were also visible in U.S. trade figures. While the U.S. posted an average monthly trade deficit of 8.7 billion dollars in the second half of 1988, the figure fell to an average of 8.0 billion dollars in the first half of 1989 and to 7.6 billion dollars in July 1989.

The primary factor behind these favourable trends is that the effects of the sharp appreciation of the yen since the autumn of 1986 have started to appear in the trade figures.

**Higher Dollar Counters Trade Imbalance Improvement**

It is from this standpoint that concern has arisen over the increase in the dollar's foreign exchange value since the beginning of the year. This is mainly because the dollar's renewed strength

DAI-ICHI KANGYO BANK

# DKB ECONOMIC REPORT

October 1989: Vol. 19, No. 10

## Exchange Rate Trends Merit Attention

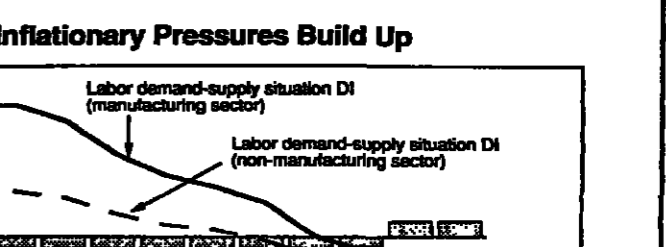
The dollar has been showing strength primarily because of the improvement since the beginning of the year in the U.S. trade imbalance. The second reason for its strength is the growing anticipation that the U.S. economy may succeed in achieving a soft landing, thereby simultaneously restraining inflation and avoiding recession.

However, the U.S. is running a massive annual 120 billion dollar current accounts deficit, and the cumulative deficit continues to snowball. The interest rate differential between the U.S. and other countries is also narrowing. These developments do leave some room for the dollar to weaken again. Nonetheless, the underlying strength of the dollar is likely to change as long as the trade imbalance continues to improve steadily and hopes for a soft landing by the U.S. economy are not dashed.

**Inflationary Pressures Increasing**

The continuing weakness of the yen against the dollar has caused a growing concern regarding the future trend of Japanese prices. While both wholesale and consumer prices have been rising at a slower pace after a temporary spurt following the introduction of the consumption tax in April, worsening labor shortages and an increasingly strained demand-supply balance of products mean that the inflationary environment is becoming even more intense (Figure). In the Short-term Survey of Principal Enterprises conducted in August by the Bank of Japan, the component ratio of firms in both the manufacturing and non-manufacturing sectors that reported labor shortages exceeded that of those reporting labor surpluses (the diffusion index of labor demand-supply judgment was positive).

Also, more firms reported demand outstripping supply than those which reported supply outstripping demand (the diffusion index of product demand-supply judgment was positive). Therefore, it has become increasingly easier for inflationary pressures, now believed



Notes: (1) Labor demand-supply situation DI: Component ratio of firms reporting labor surplus minus that of those reporting labor shortages.  
(2) Product demand-supply situation DI: Component ratio of firms reporting excess demand minus that of those reporting excess supply.  
Source: The Bank of Japan

to building up, to resurface if the yen starts to weaken again.

**Economic Expansion to Continue**

The reason behind the swelling inflationary pressure is the steadily expanding domestic economy. Although the gross national product registered a negative annual growth rate of -3.1% in the April-June quarter, the slowdown is blamed largely on the reactionary decline following the sharp gain in March in consumer spending, which at around 56% is the largest component of GNP. Despite the temporary setback, the underlying tone of an expanding economy remains basically unchanged.

Related to this, the diffusion index for economic outlook was at a record high in the Short-term Survey of Principal Enterprises for August, confirming that business executives' bullish business judgment of the economy remains unchanged since May.

On the demand side, capital investment in the private sector, the most powerful factor driving the present boom, is expected to continue outstripping demand, reflecting strong corporate profits. Since the shortages of production capacity is intensifying in all industries due to strong domestic demand, capital

investment is likely to expand steadily. On the other hand, personal consumption, which registered negative growth in the April-June quarter, has seemingly recovered its briskness, reflecting this summer's favorable bonus payments and the fading effects of the introduction of the consumption tax.

**Increasingly Cautious Monetary Policy Stance**

There is a strong possibility that the Bank of Japan will move to a more cautious monetary policy stance since the yen continues to weaken gradually amid growing inflationary pressures in Japan.

The Bank of Japan's operation interest rates have already been raised while certificate of deposit and other short-term interest rates were edging up due to the weakening of the yen at the beginning of autumn. Additionally, the Bank of Japan has also switched to a restrictive monetary policy as evidenced in its "window guidance" for the July-September period, in which the ceiling on the increase in lending for city banks was slashed by 4.7% from the same quarter last year - the first reduction in 36 quarters. The central bank is likely to adhere to its restrictive monetary policy stance for the time being.

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UK NEWS

Government 'will not subsidise high-speed link'

By Kevin Brown, Transport Correspondent

MR CECIL Parkinson, the Transport Secretary, has officially informed British Rail that the Government will not subsidise the construction of its proposed high speed line from London to the Channel Tunnel.

The decision means the BR board will have to abandon plans to table a private Bill in November seeking legislative authority for its preferred route from Folkestone, on the south coast to King's Cross and Waterloo stations in London.

However, the board is likely to be sharply divided over its next move when it meets to make a final decision on the line next Thursday.

BR is still talking to two private sector consortia interested in building the line, but both say environmental improvements which have increased the cost from £1.7bn to up to £2.5bn mean it is not viable without a Government subsidy of more than £1bn.

One group of board members believes BR's public image has been so damaged by the high speed line saga that it should drop the project. This would mean relying on upgrading existing track to cope with Channel Tunnel traffic.

The board members in favour of this option believe BR has enough capacity on lines in Kent and South London to handle Channel Tunnel trains until the end of the Century. However, services would probably be restricted to 100mph, compared to more than 180mph in France.

A second group of directors favours tabling an alternative Bill to construct a line from the tunnel portal to Swanley,

south east of London.

This would allow BR to salvage something from the wreckage of its original proposals, and has the advantage that a tunnel under London could be constructed later to King's Cross or an alternative site at Stratford, in East London.

However, the option of a high speed line to Swanley is strongly opposed by Kent County Council, which fears there would be a huge increase in traffic using the congested M25 motorway.

There would also be angry opposition in South London, where residents would lose the protection of a 12-mile tunnel for Channel Tunnel trains from Swanley to King's Cross. The London tunnel is one of the main reasons for the increase in the estimated cost of the original route.

If the board decides to go ahead with a line to Swanley it will almost certainly be built by a consortium headed by Trafalgar House, which believes it can make a reasonable return on the project.

However, no agreement has yet been reached on the terms for a joint venture between Trafalgar House and BR.

BR remains implacably opposed to separate proposals put forward by consortia led by Manufacturers Hanover Trust and Ove Arup for alternative routes which would approach London through South Essex and terminate at Stratford.

Mr Cecil Parkinson, the Transport Secretary, could still ask BR to look again at these schemes, but neither could be ready in time to meet the Parliamentary timetable for a private Bill to be tabled this year.

Engineering sides fail to agree

By Michael Smith

HOPES OF avoiding strikes next week at Rolls-Royce and British Aerospace were dashed yesterday after employee negotiators failed to agree a basis for formal talks.

The Confederation of Engineering Unions said indefinite strikes would begin at British Aerospace's Chester and Preston plants in north-west England, and at Rolls-Royce's Glasgow factory would start at around 6am on Monday morning.

The Engineering Employers' Federation announced the failure to agree a basis for talks after meeting representatives

of companies, including British Aerospace and Rolls-Royce, which are threatened with industrial action.

It said demands presented by the CSEU on Wednesday as the unions' "irreducible minimum" were not an "acceptable basis on which to resume discussions."

"It is clear, therefore, that a new national agreement cannot be negotiated at present."

Wednesday's discussions, held on an informal basis, were the first between the CSEU and the EEF since talks on a national hours agreement broke up in April.

In response to the union's claim for a 37-hour week, the EEF had offered 37½ hours but insisted they would have to be self-financing and negotiated on a local basis.

Subsequently the manual worker unions joined forces with their white collar colleagues to campaign for a 35-hour week. Strike ballots last week at seven engineering plants, chosen to spearhead the campaign, showed strong support among manual workers for the campaign, but white collar workers voted against striking.

Companies seek tax harmony

By David Waller

A BIG majority of the UK's largest companies are in favour of harmonisation of corporate taxes in Europe, a survey conducted by the Confederation of British Industry for the Institute of Fiscal Studies has found.

The companies feel that their investment decisions are distorted by tax considerations and therefore endorse a move towards harmonisation in this area. The IFS points out that if the European Commission follows this route, it will cause confusion between Brussels and a UK government anxious to preserve its sovereignty in this area.

Tax rates now range from 10 per cent in Ireland to 56 per cent in some cases in Germany. The Commission for tax harmonisation in Brussels is considering options for reform, and the Commission has asked its chief in principle that companies' tax burdens in the community should be more closely aligned.

The IFS suggests that if after 1992, trade barriers are removed from country to country, tax considerations will become even more important.

Nearly half the 173 large companies polled said that tax was always a major consideration when deciding where to locate a new production plant: around 90 per cent said that some form of harmonisation of the tax base and the rates charged was desirable.

The extent of the distortion was illustrated by the IFS's own research which showed that to earn a given after-tax return on its investment, a UK company must earn almost twice the rate of pre-tax return in Germany as in Ireland.

The IFS recommends that the most pragmatic way to bring about harmonisation is to abolish withholding taxes on profits repatriated from one country to another. Under this arrangement, foreign companies are taxed at a higher rate than domestic companies and the IFS calls this "the most blatant discrimination against companies operating in certain countries". Leaving rationalisation to market forces would be equally unworkable, the IFS said.

\*Corporate Tax Harmonisation and Economic Efficiency, by Michael Devereux and Mark Pearson. Available from IFS, 180/182 Tottenham Court Rd., London W1P 9LE, price £10.

Unit trust sales hit £1bn in September

By Eric Short

INVESTORS bought £1.07bn worth of unit trusts last month, according to figures issued yesterday by the Unit Trust - the first time that the monthly sales figure has passed the £1bn mark since the October 1987 stock market crash.

Although the amount of units redeemed by investors in September, at £564m, was the third-highest monthly redemption figure this year, net new investment in unit trusts, at £504m, also reached its highest level since the 1987 crash. However, unit trust managers do not expect the recovery in the fortunes of the unit trust industry to be maintained in October.

First, September is historically a good month for unit trust investment, while October tends to lag behind somewhat. There was also strong institutional buying last month.

Second, there were 16 new trusts launched during September and new funds tend to attract more investment than initial funds. For example, the new European Dividend Fund from leading managers, the M&G Group, attracted £68m.

However, managers are having to cope with investor reaction to the dip in the market on October 16 and the subsequent volatile markets worldwide. Preliminary indications are that investors generally did not lose their nerve as in the stock market crash of October 1987.

There was above-average selling of units on the Monday, but no panic selling. There has been above-average redemption of units since, but also steady buying.

Two of the management groups with cash fund unit trusts - Fidelity and Gartmore - saw many investors switching into the cash funds, which can be done without penalty, rather than outright selling of units. Subsequently, some investors have been switching back out of the cash fund, which is on cheaper terms than fresh purchase of units.

Total gross sales of units in the first nine months of this year at £7.76bn have already passed total sales for last year of £7.68bn, while net new investment to date, at £2.88bn, is well ahead of last year's total of £1.8bn.

Despite good net investment figures last month, the total value of funds under management declined slightly over the month from £56.99bn to £56.94bn, reflecting the erratic movements in world markets.

UniChem to boost cheap drug imports

By Peter Marsh

UNICHEM, one of Britain's biggest two drug wholesalers, has decided to include in its product range medicines bought from other European countries where prices are lower.

The decision may annoy the UK drugs industry, which fears that higher imports of low-price equivalents could hurt sales and profits.

UniChem will next week offer its pharmacist customers 60 popular prescription products bought from countries such as Belgium, Italy and Greece, where medicine prices can be half that of Britain.

They will be shipped in by Stephar, a Dutch-owned drug distributor with a UK base in Great Yarmouth, on the east coast.

The drugs will be made overseas largely by the same multinationals as produce them in the UK.

They are cheaper because of differing pricing regulations among European governments. These differentials are seen at the European Commission as a serious anomaly which officials hope will be reduced significantly after creation of the single European market.

Big drugs companies view the differentials with mixed feelings. The range of prices makes pan-European marketing difficult, but the industry is anxious to maintain high prices in countries like Britain, Holland and West Germany, to boost overall profitability.

UniChem's move follows a decision last year by AAH Pharmaceuticals, the other big UK pharmaceutical distributor, to include imported medicines in its range.

Pharmaceutical wholesalers buy drugs from manufacturers and sell them to Britain's 12,000 pharmacist outlets. If pharmacists can buy medicines at cut prices, they can boost their profits as they are reimbursed by the Government for drugs sales at fixed rates.

UniChem and AAH between them distribute about a quarter of Britain's annual pharmaceutical sales of some £2.2bn.

Imported imported drugs account for only about 5-10 per cent of the total but the proportion has been growing rapidly as more pharmacists, mainly supplied by small wholesalers have said they are keen to handle these products.

Barclays to shed 2,500 jobs

By Paul Cheseright

BARCLAYS, the largest of the Big Four British commercial banks, will slow recruitment as it sheds around 2,500 jobs as part of a drive to increase efficiency.

But there will be no compulsory redundancies, the bank says. Rather jobs will disappear through natural wastage and a reduction in the number of people hired every year.

On average Barclays recruits more than 4,000 people a year. This number is expected to drop perceptibly from 1991 at a time when demographic trends suggest that there will be fewer school-leavers coming on to the market.

How the reduction in the number of jobs will take place is now the matter of discussion within Barclays and follows a long-running review aimed at cutting costs and improving profit margins.

Barclays employs 57,000 people, the vast majority of whom are engaged in clerical work. Part of the review is directed towards shifting people away from such paper processing to sales and customer services.

At the same time Barclays has been reviewing the management of its branch network and will move towards a system where branches are managed in clusters rather than individually.

It is also moving towards greater automation in areas like document handling. The changes will be spread over several years.

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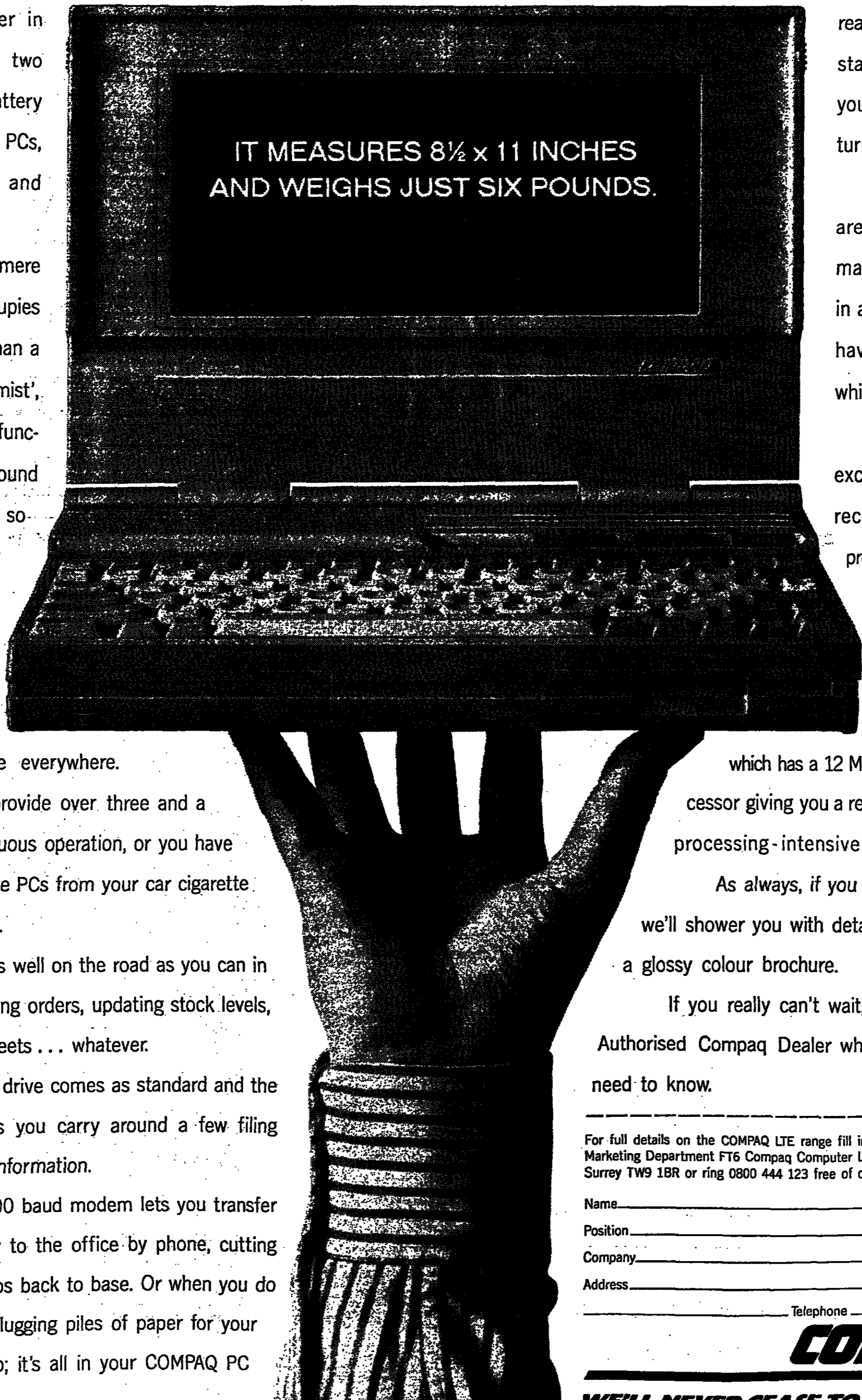
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## FT LAW REPORTS

### English court can hear shoe case

TESAM DISTRIBUTION LTD v SCHU-MODE TEAM GMBH AND ANOTHER

Court of Appeal (Lord Justice O'Connor, Lord Justice Stocker and Lord Justice Nicholls): October 20 1989

THE COURT's power under the Civil Jurisdiction Convention to hear contract cases against defendants domiciled in Convention states does not depend on the established existence of the contract; and it will proceed to hear a breach of contract claim, though the defendant denies there was a contract, if the evidence shows there is a serious question to be tried as to its existence.

The Court of Appeal so held when allowing an appeal by the plaintiff, Tesam Distribution Ltd, from Mr Justice Roughton's decision that the English court had no jurisdiction to hear its breach of contract claim against the second defendant, Commerzbank AG. Proceedings were not served on the first defendant Schu-Mode Team GmbH. Tesam's appeal from the judge's decision that the court had no jurisdiction to hear a claim in tort against the bank was dismissed.

LORD JUSTICE NICHOLLS said that Tesam carried on business in London as an importer and distributor of shoes. The defendant bank and Schu-Mode, a supplier of shoes, carried on business in Germany. Neither had a seat in the UK.

Tesam served a writ out of the jurisdiction on the bank. Leave to serve was not necessary because it was a "Convention case" under the Brussels Convention on Jurisdiction and Enforcement of Judgments in Civil and Commercial Matters.

The bank applied to set aside the writ and service under RSC Order 12 rule 3, on the grounds that the proceedings ought to have been brought in Germany, and that the English court had no jurisdiction.

Master Turner acceded to that application and was upheld by Mr Justice Roughton. Tesam now appealed.

The writ was endorsed with a statement of claim. It alleged that a binding agreement was made between Tesam and Schu-Mode acting on behalf of itself and the bank, for the purchase and sale of 34,500 pairs of spring shoes at £5 a pair and 52,500 pairs of winter shoes at £10 a pair.

The statement of claim referred to two telexes. The

first, sent by Schu-Mode on August 4, confirmed its agreement to deliver the spring shoes at £5 a pair in London. The second, also sent by Schu-Mode on August 25, said its bank had not accepted Tesam's offer and wanted £7 for the spring shoes and £13 for the winter shoes.

It was alleged that Schu-Mode did not deliver the spring shoes or the winter shoes. The relief claimed in the action was damages against Schu-Mode and the bank for breach of contract, and damages against the bank for the tort of inducing breach of contract.

The bank's case was that Tesam had not crossed the threshold which must be cleared before an English court had jurisdiction under the Convention to hear the claims.

The Convention had the force of law in the UK under section 2(1) of the Civil Jurisdiction and Judgments Act 1982. Section 3(1) provided that any question as to the meaning or effect of the Convention should be determined by European Court principles.

Article 2 of the Convention set out the basic provision regarding jurisdiction: persons domiciled in a contracting state should be sued in the courts of that state.

There were exceptions. Article 5 provided that a person domiciled in a contracting state might be sued in another contracting state "(1) in matters relating to a contract, in... the place of performance of the obligation in question... (3) in matters relating to tort... where the harmful event occurred."

There was no reason to doubt that the two claims fell four-square within the Community concepts of contract and tort. Nor was there any doubt that "the place of performance of the obligation in question" was England. The complaint was breach of contract in not delivering the shoes in London.

The dispute was as to whether there ever was a contract between Tesam and the bank.

In *Effer v Kautner RCJ case 38/81 March 4 1982* the European Court held that a plaintiff could invoke the jurisdiction of places of performance under article 5(1), when the existence of the contract on which the claim was based was in dispute.

In the course of its decision it said that article 5(1) should be construed as meaning that the court might examine the

essential preconditions for its jurisdiction having regard to "conclusive and relevant evidence adduced by the party concerned, establishing the existence or inexistence of the contract."

Mr Layton for the bank fastened on to those words. He submitted that to have jurisdiction under article 5(1) the court must be satisfied by "conclusive and relevant evidence," adduced by Tesam, of the existence of the contract - that it must be satisfied on Tesam's evidence at the interlocutory stage that the claims would succeed.

As the European Court had authoritatively decided in *Effer v Kautner*, a dispute as to the existence of a contract did not deprive a national court of jurisdiction if it would otherwise have under article 5(1). A claim under article 5(1) was not dependent on the court's first satisfying itself that the contract existed. Its existence was a matter which the court had power to determine under article 5(1).

If in due course it found that no contract was entered into, it would dismiss the claim.

The passages in *Effer* emphasised by Mr Layton could not bear the interpretation he sought to place on them. The European Court was saying no more than that, faced with a claim founded on a contract whose existence was in dispute, the national court had jurisdiction to consider and determine the existence or not of the contract, having regard to sufficient and proper evidence adduced by the party concerned.

Jurisdiction under the Convention was not a matter of discretion. Nevertheless, bearing in mind that the article 5 jurisdiction was an exception to the general rule in article 2, the English court would be astute to see that frivolous or vexatious claims for the existence of a contract were stopped summarily at the outset, either under Order 18 rule 19, or under the court's inherent jurisdiction.

There must be evidence establishing a genuine and real dispute. The court should be satisfied that there was a serious question, which called for a trial for its proper determination.

If at the outset, when the court was considering whether it had article 5(1) jurisdiction to entertain the claim, it was apparent that the claim had no real prospect of succeeding, the

court should say so and decline to permit the action to proceed.

In carrying out that exercise the court should look at all the evidence which had been adduced by the parties. Whether that evidence raised a serious question, which called for a trial for its proper determination, would depend on all the circumstances in each case.

Tesam's evidence established that there was a serious question calling for a trial for its proper determination.

The August 4 telex appeared to be a firm acceptance of an offer for the spring shoes with agreed terms as to payment and delivery. No explanation had been forthcoming from the bank about the precise ownership of the shoes, or what lay behind the telex of August 5. It would not be right at this stage and on the evidence to conclude that Schu-Mode had no authority from the bank to accept an offer for the spring shoes.

The same approach was adopted with regard to article 5(3) in respect of the alternative claim in tort. Did the evidence establish there was a serious question, which called for a trial for its proper determination, as to whether the bank had committed a tort by which the harmful event occurred in England?

At the outset the court had invited submissions from both parties on whether Tesam, under ordinary principles of English law, had a seriously arguable case that the bank had committed the tort.

Having heard such argument the conclusion was that Tesam did not have a seriously arguable case.

On the evidence the bank owned or had a charge over the shoes. Thus its refusal to concur in a sale by Schu-Mode would not, by itself and without more, give Tesam a cause of action against it.

The judge's decision on the tort claim was upheld, but his decision on the breach of contract claim was set aside.

LORD JUSTICE STOCKER gave a concurring judgment. LORD JUSTICE O'CONNOR agreed.

For Tesam: John Maitland Williams QC and Nigel Cooksley (Black Graf & Co)  
For the bank: Alexander Layton (Mowby Barrie & Sells)

Rachel Davies

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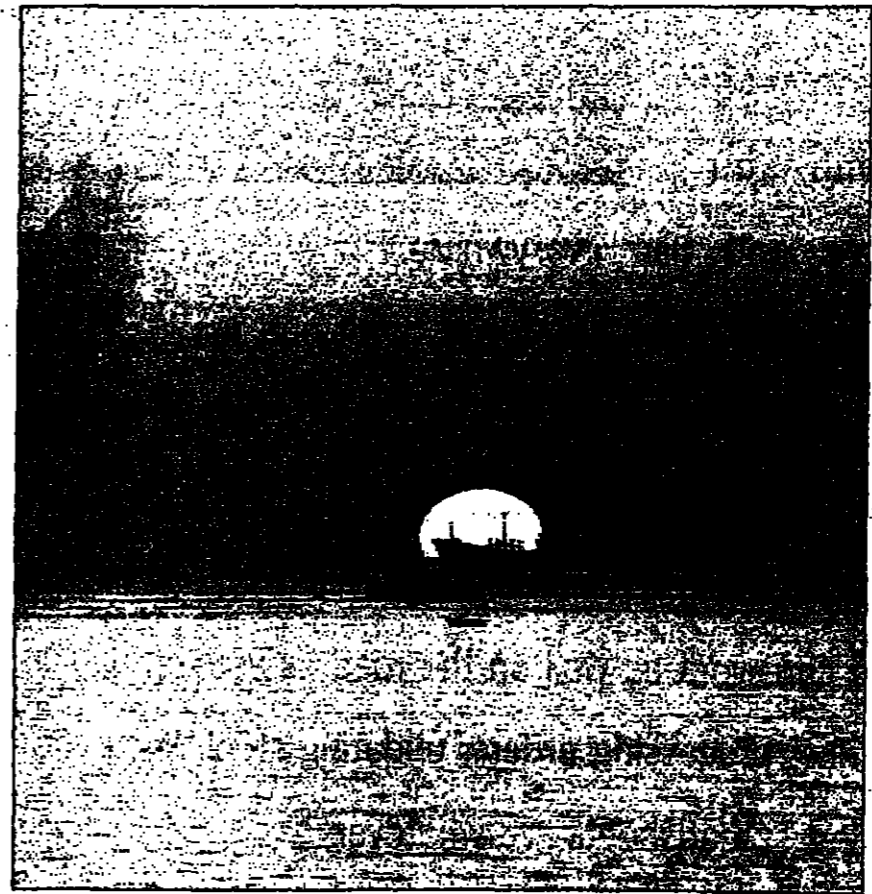
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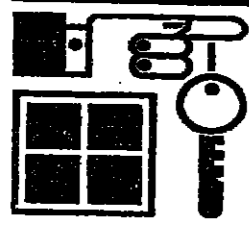
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# FINANCIAL TIMES SURVEY



**Scotland's property market is surging ahead, and its inner cities are taking the lead in retail**

development. However, there are question marks over the potential supply of office space in central locations for migrating companies. James Buxton reports.

## Going up in the world

NO one surveying the property scene north of the border can fail to be convinced that Scotland is coming up in the world. Physically, new buildings of impressive quality and scale are being built or planned for the country's two leading cities. More subjectively, Scotland is increasingly being recognised as a fine place in which to live, to spend leisure time and to do business.

The upgrading of the value of both commercial and residential property in Scotland, and the new opportunities which that offers, could presagely be attributed to nothing more than economic prosperity spreading northwards from the south of England. But there is more to it than that: local authorities and business people in many towns in Scotland are determined to find new roles for their communities and to shake off past images of decay or complacency.

The most obvious sign of this new attitude in Glasgow where vigorous construction work is transforming the central business area and creating high quality new retail developments in the shopping streets. Dreams hatched at the beginning of the decade of developing a more attractive city based on service industries

rather than manufacturing are coming to fruition.

But it is only in the past two years that the mood of economic well-being in Glasgow has become widespread. In that period office rentals have almost doubled to touch £15 per sq ft, putting Glasgow on a par with Birmingham and other leading British provincial cities, and making future developments more appealing to investors.

Glasgow's Labour-dominated district council shares the private sector's determination to revive a city that once styled itself the "second city of the empire". The result is that office and retail schemes, not to mention the council's own project for a £24m concert hall, are pushed forward with tenacity.

Glasgow also has the advantage for property development of having fewer restrictions caused by the need to preserve old buildings, while its business community is modern-minded. "They'd rather move into a building designed for modern office needs than mess around preserving an old Georgian cornice," says Mr Ted Webster of Richard Ellis.

Edinburgh, 45 miles away, has different attitudes. Conservation of the city's fine Georgian centre has been rigorous,



High-technology and tradition meet behind a Victorian facade in the Prince's Square shopping centre, Glasgow

## Scottish Property

but for long the city fathers displayed little vision about the city's other possibilities. Ironically it has taken a Labour administration of the sort left, which for some time after coming to power in 1984 was maintaining that financial services employment amounted to "Mickey-mouse jobs", to spearhead important new property developments in the city.

Only in 1987 did the council demonstrate that it was keen to encourage more office development in the city centre. But given the size, complexity and

sensitivity of some of the projects for the centre - notably the vast Lothian Road scheme including a 1,200-seat conference centre - it will be well into the 1990s before demand for office space in the centre of Edinburgh is satisfied. The city centre has no more than 10,000 sq ft available and rents have risen for top quality accommodation from about £7 to touch £20 per sq ft since 1985.

But the schemes underway or being considered for the centre should give Edinburgh more flexibility in the 1990s, while the office and workshop

developments on the western edge of city, where some new retail schemes are also to be located, will create an alternative to the increasingly crowded centre where car parking is difficult and the regional council lacks a convincing traffic policy.

In both cities questions are raised about eventual oversupply of office space. The cyclical nature of British property development in provincial cities, where sudden increases in rents make viable projects which were previously considered uneconomic, can produce alternating gluts and short-

ages. Glasgow has traditionally been a steadier market than Edinburgh but both cities could have some over-supply in the early to mid 1990s.

Mr Neil Munro, director in Scotland of London & Metropolitan, which has a number of office developments in both cities, believes that Glasgow may be a better long-term investment prospect than Edinburgh because possibilities for rental growth are higher. Yields for prime offices in Edinburgh - in the Charlotte Square/St Andrew Square area - are about 5.25 per cent against 5.5 per cent for top

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quality properties in Glasgow.

Both Glasgow and Edinburgh have high hopes of attracting companies and organisations from the south of England to relocate in Scotland. Only Glasgow is now coming into a position to market itself seriously as a relocation destination as it acquires high quality buildings with available space. Edinburgh will have to wait for several years. A modest number of organisations have moved some of their operations to Glasgow.

Apart from offering lower office rents and cheaper wage and operating costs than the south, Scotland can point to a recent study by the Reward Group demonstrating that it has the highest standard of living in Britain: when living costs are deducted from salary a middle manager's net pay is 16.6 per cent above the national average. Scottish cities, especially Edinburgh and Aberdeen, score highly in tests of the less easily quantifiable "quality of life".

It is far from clear whether these advantages will be sufficient to lure large numbers of organisations wishing to leave the south to the cooler and culturally different atmosphere of Scotland: experience so far shows that most of them want to remain within about 150 miles of London.

But better quality of life has been a factor in attracting expatriate Scottish and mobile English families to Scotland in the past two years, helping to trigger large increases in house prices, especially for the bigger houses. The builders of executive homes in Scotland are doing well and schemes are being mooted for developments of executive type property in rural areas, such as the Borders and near Perth. The fastest growing town in Scotland may be Inverness, the capital of the Highlands, surrounded by superb landscape. And sporting estates in the Highlands are changing hands at record prices.

The Government should soon make its biggest direct contribution so far to the Scottish property scene - apart from encouraging the sale of council houses - by presiding over the disposal of the large portfolio of industrial property held by the Scottish Development Agency. For years the SDA has built speculative and bespoke factories all over the Lowlands of Scotland, largely forcing the private sector out of this sector of the property

market. There has been virtually no rental growth in industrial property for about 15 years.

The SDA's portfolio has now been assessed and is expected to be sold simultaneously in two tranches, one of which might fetch £150m and the other £40m, according to Mr Roy Durie, who specialises in industrial property for EYD in Edinburgh. It had been thought the sale might take place this autumn, at least until the latest interest rates rise.

Critics, notably Mr Allan Campbell Fraser of DCL, a Glasgow developer, argue that the sale will divert institutional funds from new property developments and swamp the market. He thinks it should be phased over a longer period.

Mr Durie agrees that it could absorb institutional funds but thinks "it will create an attitude to industrial property that has not existed before: it will not necessarily reduce the number of future investments and could increase it." He nevertheless adds: "It's unfortunate that the portfolio was not available a year and a half ago before prices peaked."

The SDA industrial property sale is expected to be followed by the sale of the property assets of the five Scottish new towns, which include housing, factories, retail and office properties with an approximate value of £200m.

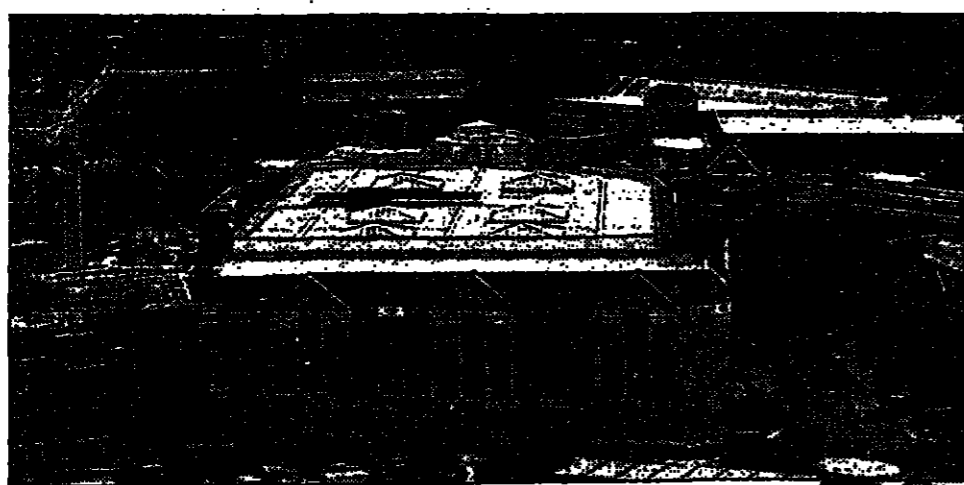
The SDA has played an important role in property development over the past decade. It has launched projects that have vastly improved the perception of parts of Glasgow, Edinburgh, Dundee and elsewhere. It has helped push forward major schemes in Glasgow and at times bridged the ideological gap between property developers and local authorities, notably in Edinburgh. By advancing into areas from which the private sector initially shrinks it has shown how the public sector can accelerate the pace of urban development.


It is not clear how this property development role will be carried out when the SDA is shortly transformed, being given the new name of Scottish Enterprise, and winning new powers as a result of decentralisation. But in several parts of Scotland the current tide of private sector property activity suggests that the SDA has already fulfilled successfully the role for which it was intended.


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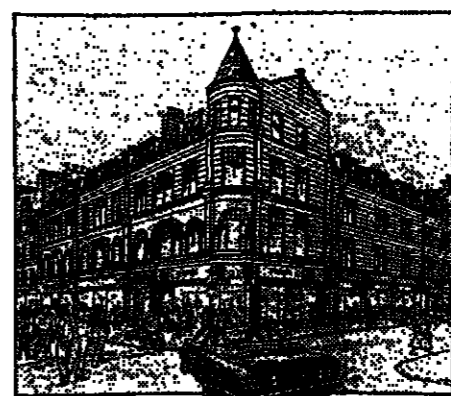
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## SCOTTISH PROPERTIES 2

## GLASGOW

## A brand new shine replaces the grime

IN THE minds of most people Glasgow lost its image as a rough, grimy industrial city some years ago. Now it may also be leaving behind its image as a city of predominantly Victorian buildings as a crop of shiny modern new office buildings rise in the centre of the city.

Office rents for top quality space in prime locations have virtually doubled in the past two years from about £8 per square foot in 1987 to the £15 achieved in one case in recent months. Though the total stock of offices is also on the increase - now about 12m sq ft compared with 8m to 10m a few years ago - most observers predict continued increases in rents for at least a year or two.

The centre of Glasgow has seen a boom in service activities in the past two years, a consequence of rising prosperity in much of Scotland and of conscious efforts to give Glasgow a new role after the near disappearance of old industries such as shipbuilding.

"Glasgow's always had a steady office property market than Edinburgh," says Mr Ted Webster, senior partner in Glasgow of Richard Ellis, the chartered surveyors. "But in the past two to three years several things have happened to

increase demand for office space."

First, he says, local firms of professionals, such as lawyers, accountants and advertising agencies, have "seriously grown". Second, the buildings which they were occupying have become redundant. Modern office users now need more space between floor and ceiling to accommodate underfloor wiring ducts, better air extraction systems to cope with the heat generated by computers and, for larger organisations, large continuous floor spaces.

Third, new professional firms have come to the city to compete for business. An example from the property world itself: the surveyors Drivers Jonas set up an office in Glasgow in 1986 with one man and a secretary. Now it employs 34 people. "There's been a big revolution in the supply of quality office space, which was in deficit for years," says Mr Webster. The first to come onstream in the central core of the commercial area of Glasgow - around St Vincent Street - were the headquarters of British, now owned by BP, and nearby the offices of Coats Viyella, which it shares with firms of lawyers and stockbrokers.

Now further developments are joining them: a 108,000 sq ft

glass-plated office building at 100 Bothwell Street, for example, is nearing completion. There are large-scale redevelopments behind existing facades, such as the 106,000 sq ft Atrium Court in Waterloo Street. Alongside these big projects are total refurbishments of existing smaller buildings in the same area.

To the south of the central core is the most ambitious

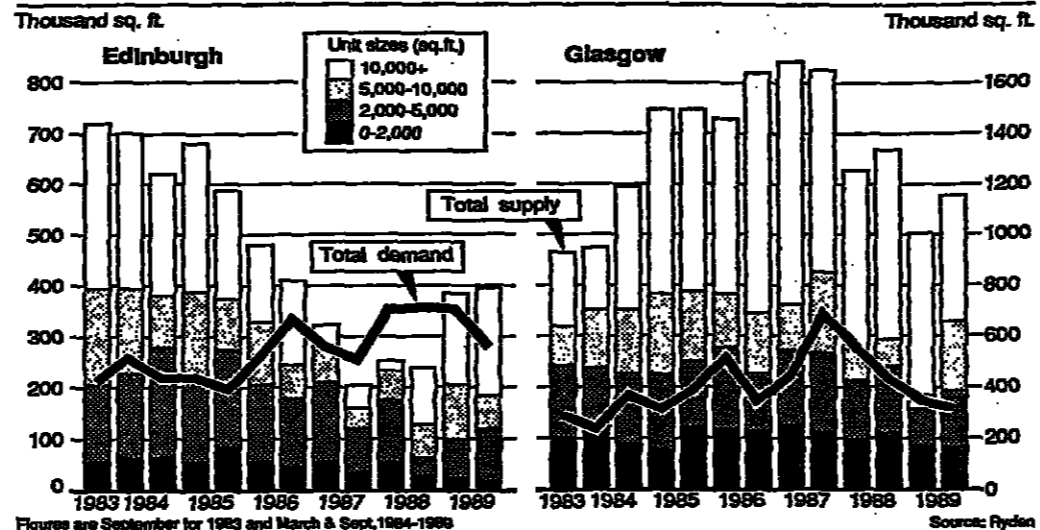
scheme for Glasgow so far, the Broomielaw development. The Broomielaw is an area of old warehouses, housing and shops facing the River Clyde south of Argyll Street.

Its possibilities were grasped by the property developers Bellhouse & Joseph and the Japanese construction company Kumagai Gumi who plan to develop it for office, retail and housing.

The first 275,000 sq ft phase of a scheme which could eventually stretch to more than 1m sq ft of office space alone is under way and scheduled for completion in 1991. The first of three buildings is being let to Yard, the engineering consultancy, which will be leaving a tower block which is now seen as unsuitable for the modern large-scale occupier.

Ambitious in a different way

## Levels of supply (by unit size) &amp; demand of office accommodation



Figures are September for 1983 and March 5, Sept. 1984-1989. Source: Ryden

## EDINBURGH

## Accommodation is at a premium

about £18 and are touching £20 for very good accommodation.

The vacancy rate, which for an efficient market should be about 4 per cent, is virtually nil, with nothing available above 10,000 sq ft. But the council's attitude had been changing, though it only became clear in 1987. Late that year the initial go-ahead was given to the development of a site in Castle Terrace, known as the "hole in the ground", which had lain vacant for more than 20 years as argument raged over whether it should be used for an opera house. Now construction is under way there of a high quality building in natural stone which will provide 135,000 sq ft of office space as well as a theatre, restaurants, banks and some retail space.

The project, being developed by Scottish & Metropolitan, will be the first of the big new schemes to be completed but

will not be ready until mid-1991.

Dwarfing Castle Terrace is the nearby Lothian Road development for which an outline planning application was submitted this month. This, too, is the culmination of a saga lasting many years. At its heart was Edinburgh's desire to have a 1,200-seat conference centre. The problem of financing the running of the conference centre eventually led the district council to make available a 6.5-acre former railway yard used for car parking; the council will use the ground rent from the entire site to help fund the conference centre.

Four rival schemes for Lothian Road were short-listed and the council and the Scottish Development Agency (which is contributing £6.75m to site preparation) chose Edinburgh Development Group, a joint venture of Greycoat and Sheraton Securities. They are

employing the post-modernist architect, Mr Terry Farrell.

As well as the conference centre the scheme includes about 1.1m sq ft of office and retail space, courtyards and an exhibition area, much of it to be constructed on a vast deck over a main artery of the city. The conference centre will be ready in 1993 and the rest of the scheme by the end of 1994 and the cost is put at £360m.

But not all office development is taking place in and around the city centre. At South Gyle, on the western edge of the city near the bypass and airport, several large schemes are under construction or study. They include the Edinburgh West office park, a 230,000 sq ft development initiated by Murray International and now nearing completion; most of it has been sold to the Prudential Assurance.

Carroll Caledonian, part of the Carroll Group, is building South Gyle Park with 250,000

is the Northgate complex, a 140,000 sq ft office development which lies outside the central core of the city, across a swifling inner city highway in the unglamorous Cowcaddens area. Northgate is the creation of Mr Alan Campbell Fraser, who believes that if Glasgow's destiny is now to be in service activities - he wishes it were still manufacturing - it should at least be planned thoughtfully. Glasgow, he says, was a poor location for shipbuilding, with a narrow river and thousands of tonnes of steel having to be transported to the shipyards virtually through the centre of the city.

The Northgate complex is an "intelligent" office building. Computer-controlled sensors constantly monitor the movement of office workers and adapt heating, ventilation, lighting and security to their needs, resulting in considerable reductions in running costs and, it is hoped, higher productivity.

The success of the concept is shown by the fact that DCI Group, Mr Campbell Fraser's company, was able to achieve the highest rents being paid at the time in Glasgow for this location - it was able to fetch £10 per sq ft when the going rate was about £8.

"Glasgow's product had to be improved before we could really promote the city as a place for companies to relocate to," says Mr David Macdonald, who runs Glasgow Action, an organisation which tries to attract businesses to the city. He believes the office develop-

ments recently completed or under way mean that Glasgow is now getting the infrastructure it needs to fulfil these aims.

Glasgow has already had some reasonable successes in the relocation field: for example BP, which promised to move 75 executives to Glasgow when it took over Britoil, in fact transferred about 400. Direct Line, the insurance arm of Royal Bank of Scotland Group, has expanded from Croydon to Glasgow creating between 80 and 90 jobs so far. The Department of Social Security is moving the work of more than 400 staff to Glasgow from other parts of Britain.

But relocation has not so far accounted for much of the take-up of office space in Glasgow and some local politicians have disapprovingly referred to the upgrading of their accommodation by the city's leading concerns as "shuffling the pack". Mr Webster says: "You've got to have the local business community well housed before you can get many people to come in from outside."

Is Glasgow building too much office accommodation? Mr Webster says there is an annual take-up of about 1m sq ft of office space of which 75 per cent is high quality accommodation. In the next two and a half years about 2.5m sq ft of new property will become available, of which some 500,000 sq ft will be completed fairly shortly. On those figures Mr Webster believes that at the quality end of the market there

will be not be oversupply.

The same point is made by Mr Ken Campbell, of Jones Lang Wootton. "There's phenomenal construction going on, and any analyst who looks at it as one lump will say there is oversupply. But that's oversimplified: space is subdivided into different units and different markets, which meet the needs of different users." He suggests that within individual market sectors there is not oversupply.

He believes that "by late 1990 or early 1991 rents for genuine first-time lettings must be sitting at £20 per sq ft." After that, however, he believes rents will level off for a time as "the major schemes take the heat out of the market."

Mr Campbell also believes that more office development will be generated outside the central core of Glasgow with the change in planning regulations allowing office development in areas previously designated for industry. There are plans for business parks in areas on the south side of the Clyde, such as the Glasgow Garden Festival site. "In a sense Northgate is a forerunner of that trend," he says. "The successful parks are likely to be fairly close in, near the M5 motorway." "It's very easy to be a sceptic about all the activity that's going on here - it's a Scottish attitude that's dogged the Scottish business community for years. But now we are up on our hind legs and after it."

James Buxton

EXTRAORDINARY things are happening in Edinburgh. After years of stagnation and inactivity the city is committing itself to a prestigious scheme for the development of a very large site in the centre of the city and the leader of those condemning the Jeremiah is the Labour-controlled Edinburgh district council.

Probably no one in recent years has had a more web-blanket approach to property development in the city than the district council itself. It is largely responsible for the fact that Edinburgh is facing a critical shortage of office accommodation, pushing rents to very high levels.

The record number of new schemes now getting under way is already giving rise to anxieties about future over-supply. Strikingly, Mr George Kerevan, the council's chairman of economic development and estates, described them this month as "a manifestation of Edinburgh's only problem - lack of confidence in itself."

The office property scene in Edinburgh is very different from that in Glasgow. The city is smaller and has had lower demand for office accommoda-

tion. Much of the city centre, notably the Georgian New Town, consists of rigorously protected conservation areas.

In the late 1970s and early 1980s Edinburgh suffered over-supply of office accommodation after a speculative building boom in anticipation of the city becoming the seat of a devolved Scottish assembly. An expectation dashed in 1979. In the mid-1980s the supply of new offices was limited by a

## Much of the city centre consists of conservation areas

Labour council which operated a very tight planning policy and refused to release strategic sites which it owned.

That policy restricted the growth of the Edinburgh financial community and until well into the 1990s will make it impossible for the city to tout for companies and organisations which might relocate from the south of England. Rents for quality office space in the city centre have gone up from £7 per sq ft in 1985 to

believe the 600,000 sq ft of business parks under construction on the western fringe of the city, with a further 800,000 sq ft being proposed, will draw business away from the centre. But Drivers Jonas, which is adviser to the district council on the Lothian Road project, does not think the business parks are in direct competition with the city centre. It argues that financial services companies, business services and profes-

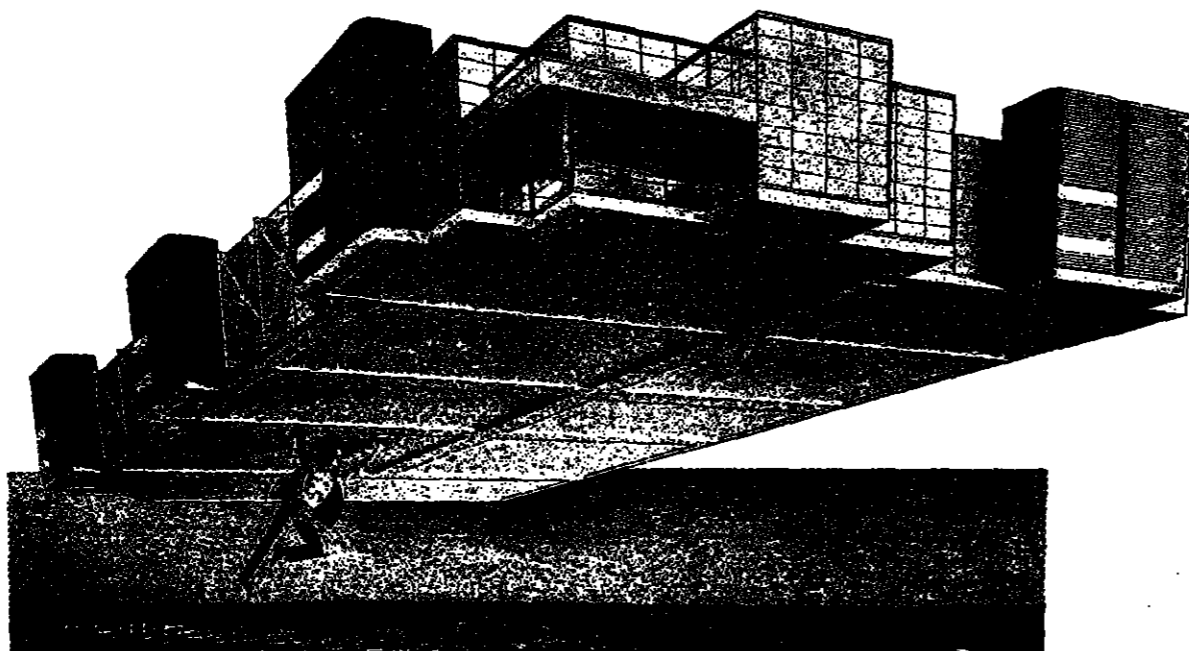
## Not all office development is taking place in the city centre

sions will still have to be in the central business district.

Drivers Jonas reckon that in Edinburgh some 450,000 sq ft is under construction and 2m sq ft proposed in the 30,000 sq ft and above unit size category. If they were all built, an average supply of 360,000 sq ft of uncommitted space would come on to the market each year from 1990 to 1994. The office market has taken up 750,000 sq ft of space a year in recent years, and there is about 1.5m sq ft of latent demand.

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**Make it in Livingston**

LIKE most other towns Aberdeen has a cyclical property market, but its cycles run at different times. Thus, two years after office property rents went sharply upwards in Edinburgh and Glasgow, those in Aberdeen are only now showing the first signs of movement.

Despite Aberdeen's low unemployment and high levels of personal income, office properties in the city have been the worst performing in the UK when returns are averaged out on an annualised basis over the past eight years, according to the Investment Property Databank. Last year rental growth was only 0.3 per cent.

Although Aberdeen has a sound underlying economy based on fishing and agriculture its property cycle is now heavily influenced by oil. North Sea oil activity was strong in the late 1970s when the rest of the British economy was languishing. There were peaks in the Aberdeen property market in 1982 and in 1985 when oil activity was strong.

But when the rest of the Scottish economy began picking up in 1987, Aberdeen was languishing badly after the abrupt downturn in North Sea activity which followed the oil price collapse of 1986. Whereas in the early 1980s office rent levels in Aberdeen were around £8.50 per sq ft, some £2 to £3 above Glasgow and Edinburgh, they have only in the past few months begun to shift upwards from that level as a new upturn in oil company activity makes itself felt.

"Rents have just begun to hit £10 compared with £8.25 only six months ago," says Mr Roddy Pearson, of Ryden. He quotes the example of a 4,000 sq ft refurbished property in the city's smart West End where £10 has been achieved. That rent level is also being quoted for the last remaining 11,000 sq ft floor in the St Magnus House development. Mr Pearson believes rents will continue to rise, reaching at least £12 within a year from now, because supply of new accommodation is very limited.

"There's very little on the market or coming on to the market in the next two years," he says. An exception is Victoria Tower, a 78,000 sq ft building in Market Street in the town centre near the harbour. Victoria Tower was completed just after the last downturn in the city's property market and was never let. Now its owner, R H Edmondson Properties, has refurbished it.

So far no agreement with a tenant has been signed but Ryden, which is involved in

letting it, expects it to achieve at least £2.50 per sq ft. It is available either as a single building or as three separate towers. R H Edmondson is also

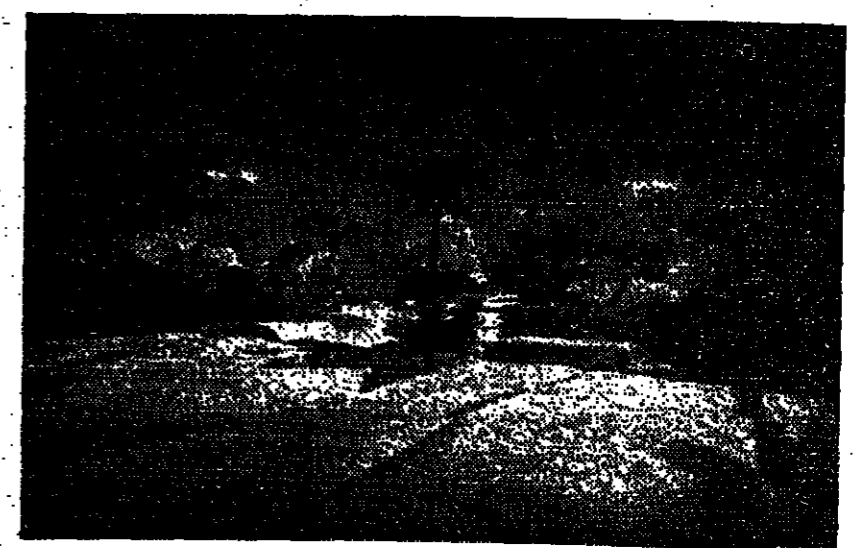
## The property cycle is now heavily influenced by oil

to build 30,000 sq ft of high quality offices in Chapel Street in the city centre and a 40,000

James Buxton

## ABERDEEN

## Rents only now showing signs of movement



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SCOTTISH PROPERTIES 3

English entrepreneurs are pushing up country property prices

# Europe's last wilderness

IT IS STILL possible to become landed gentry in Scotland for less than £1m - but only just. A wave of acquisitive English entrepreneurs has pushed the price of country property to unprecedented peaks, and property agents are basking in excess demand that has become a distant memory in the south.

Foreign buying of Scottish country estates is nothing new. Prince Albert bought Balmoral in 1847 for the young Queen Victoria. A century and a quarter later the Dutch, starved of open spaces back home and helped by a strong guild, took a shine to the region. They were followed quickly by Scandinavians and then a cross-section of Middle Eastern buyers - including the Al-

**Buyers want to be able to shoot grouse, fish for salmon and stalk deer on land of their own**

Fayed brothers, who own Harrold. Since the English have returned.

What attracts them all is the ownership of open spaces. "The last wilderness in Europe," is the estate agents' catchphrase. Buyers want to be able to shoot grouse, fish for salmon and stalk deer on land of their own. In the environmentalist fashion, wilderness has become particularly desirable.

The moorlands and mountains have never been closer to London. The A9 road from Edinburgh to Inverness was rebuilt in the mid-1960s. Regular shuttle aircraft from Glasgow and Edinburgh to London means that a trip from the Highlands to the City can take less than three hours.

Property agents say that the fax machine and the telephone make for a ready market for retiring financial advisers.

Demand continues to outstrip supply. Scotland has had a historically low population, concentrated, since the industrial revolution, in and around cities. Add to that a century of the accumulation of land into ever larger estates. The result is not many huge houses, even

fewer middle sized ones and a handful of cottages.

The flow of new properties put up for sale is irregular. They tend to come onto the market either because the owner has died and the successors have less enthusiasm for the estate, or the cost of upkeep has become too high.

The result is inflation. Mr William Jackson, of estate agent Knight Frank and Rutley in Edinburgh, estimates that this year alone prices have risen 35 per cent across the board. This summer, the island of Gigha - 6 miles long, 1 1/4 miles wide, 3 miles off the Kintyre peninsula and including a fish farm - was sold for £6m.

Mr Andrew Rennie, at estate agent Strutt and Parker, divides residential country houses into sports estates and country houses. The former consist of between 3,000 and 50,000 acres and the most popular include a cross section of country sports: deer stalking, grouse shooting and salmon or trout fishing. They have a shooting lodge, couple of cottages for staff, and usually cost between £750,000 and £5m. Such estates have doubled in value since the start of 1989, says Mr Rennie.

The price is set by reference to the numbers of deer and grouse killed and fish caught in a year, as well as acreage. Location matters little, says Mr Rennie, because of the increase in the number of air connections from Inverness and Aberdeen. The buyers are largely English, but there are also Scandinavians, Germans and Belgians.

The other market is in country houses, much sought after by a new generation of financial services professionals attracted to Edinburgh, which is promoted as Europe's second financial capital after the City of London. A typical country house comes with five acres of land and costs between £400,000 and £1m - about 250 per cent higher than at the start of 1987.

In common with other agents, Mr Rennie remains confident that the price stagnation of the south will not spread to Scottish country property in the short term. "There is at least a couple of year's growth in the Scottish sporting estate

market, especially from European buyers."

According to Knight Frank and Rutley, £1m can still buy 1,000 acres of a mixed estate in central Scotland, a five bedroom, five reception room house with outbuildings and maybe cottages. Even that is not as expensive as it looks, because the sale of hunting shooting and fishing rights can cover much of the running

**With the shuttle service, a trip from the Highlands to the City can take less than three hours**

costs. Few buyers need to resort to such money raising ventures, however.

If you want more country for your cash you must go further away from the airports, to the far west of Scotland. On the Isle of Skye the asking price for a five bedroom house in 8,000 acres - mostly wooded but including two mountains over 2,500 feet high and some loch frontage - is just £300,000. Agents are keen to give the

impression that local populations welcome their new and richer landlords.

Scotland's archaic property laws add spice to any deal. In principle the seller of land can specify the retention of certain rights, such as mineral rights. The exercise of these rights is rare, but one recent seller did specify that new owners should not use the land for forestry.

Such is the demand for sporting estates that even farms with the odd patch of woodland or trout ponds attract a healthy premium. With a restored farmhouse, they can fetch more than £2,000 an acre and are classified as a residential unit.

There is less call for commercial farms, costing £1,600 to £1,700 an acre. Even here, however, prices are firm as prosperity leaks from the south. Much of the demand comes from English farmers on the edge of urban developments. They sell up to house builders and move. "It is very attractive to be able to sell 200 acres in one part of the country and buy 600 acres up here," says Mr Rennie.

Danny Green

ON THE WATERFRONT

# Fresh face for derelict docks

IF ANYTHING is likely to fire the imagination and enthusiasm of developers and local authorities alike, it is the prospect of turning derelict docklands into landscaped waterfront delights.

The pressure for such change is strong in Scotland. Heavy industry, especially shipbuilding and docks, have all but vanished. The wasteland that remains commemorates only extinct industries.

Fortunately, the growth businesses of the decade - retailing and leisure - seem well suited to waterfront developments. The examples have been set in London, Bristol and Liverpool, and developments in Glasgow, Edinburgh and Dundee aim to emulate their success. When plans are completed, Scotland will have a string of waterfront leisure parks, including what may be the world's first refrigerated heritage centre, in Dundee.

The success of Glasgow's Garden Festival in 1988 highlighted the potential for the River Clyde. The latest waterfront enterprise zone, a few miles downstream at Inverclyde, has had the enterprise zone status since March 1988. In spite of the many remnants of defunct heavy industry, Inverclyde has plenty to make it attractive to inward investment. The golf courses and rugged rolling hills have already helped pull in Americans and Japanese. The region is at the western end of Silicon Glen, Europe's largest concentration of electronics assembly plants and it includes the giant IBM factory at Greenock. Indeed some of the land earmarked for development separates IBM from the coast.

Town centre land was acquired from the Glasgow Port Authority in the summer of 1988 and planning permission was obtained for a waterfront retail site in 1987 at about the time of the last shipbuilding redundancies.

Since then, progress has not been so smooth. The SDA had undertaken to reclaim the derelict port land, but ground conditions are worse than expected. The detailed plans were rejected by the council in 1988 and since then rising interest rates have put the centre on a back burner. The SDA hopes that the project will be complete by Christmas 1990. If all goes to plan, the high street will be roofed in, by Ossory Estates which has

leased the area from the council.

Leith is Edinburgh's waterfront, where the intention is to turn former whisky warehouses into a giant retail development. Once the intention was to spend £400m on 500 acres, including reclamation. Even though the project has been considerably scaled back, the going is still tough. "Progress is being hindered by a lack of infrastructure," says Mr Matthew Edgar of chartered surveyors Weatherall.

Mr Tony Hunter of Conroy Hunter, agrees: "The area needs public money put in to create the infrastructure, road communications are difficult." He is more outspoken when he says that there have been suspicions that the Leith plans are overambitious. "The Forth Ports Authority is trying to persuade everyone of the need for a huge development."

Perhaps the jewel in the crown, as far as the Scottish Development Agency is concerned at least, is Dundee.

Once reliant on the three J's: jute, jam and journalism, only the last name remains in any strength. The city is now studded with public sector owned enterprise zones whose occupants do not pay rates until 1994. When complete, the flagship waterfront project will have cost £45m, of which the public sector contribution is about one seventh. In the words of one property consultant, "the SDA has pumped a lot of money into Dundee."

The shipyards of Dundee built The Discovery, in which Captain Scott sailed to the Antarctic, hence the planned refrigerated heritage centre where visitors will be treated to an "Antarctic experience." Even roads are being rebuilt to skirt this former railway marshalling yard.

The Antarctic heritage centre will become the centre of what the SDA calls a leisure centre "string of pearls" along Scotland's east coast. Edinburgh, Dundee and Aberdeen. Dundee's heritage centre is hoping for 190,000 visitors a year. It should not be such a difficult target, considering Scotland welcomed 12m visitors, half from England, last year.

The development is, however, not without its problems. The city, Scotland's fourth

largest, has traditionally missed out on commerce, finance and oil. There are no motorway links, only one scheduled international flight and none to London.

Ford's decision not to build its motor electronics plant in Dundee still hurts. The greenfield site remains untenanted. There have been problems with the cinema complex planned for the waterfront site. The original intended occupiers were taken over and the new owners are reconsidering their plans. The SDA says others cinema operators are queuing up to run the centre.

Some developers think the emphasis on waterfronts may be overdone. One says development has taken place at some waterfront sites at much greater expense than would have been the case with land a little way inland.

**The remaining wasteland commemorates only extinct industries**

The matter of infrastructure preoccupies many. Congested road access is one problem, partially countered by recently improved road links to Aberdeen and Inverness. The SDA points optimistically to the electrification of the east coast railway line.

The drive for development has largely come from the public sector. Tourism, designed both to attract repeat visits from Scots and the more seasonal influx of foreigners is a high priority. Local authorities have been keen to clean up relics of an economy based on heavy industry, such as shipbuilding, docks and associated railways. They have teamed up with the SDA to reclaim land, improve road and pedestrian access to encourage the private developers in.

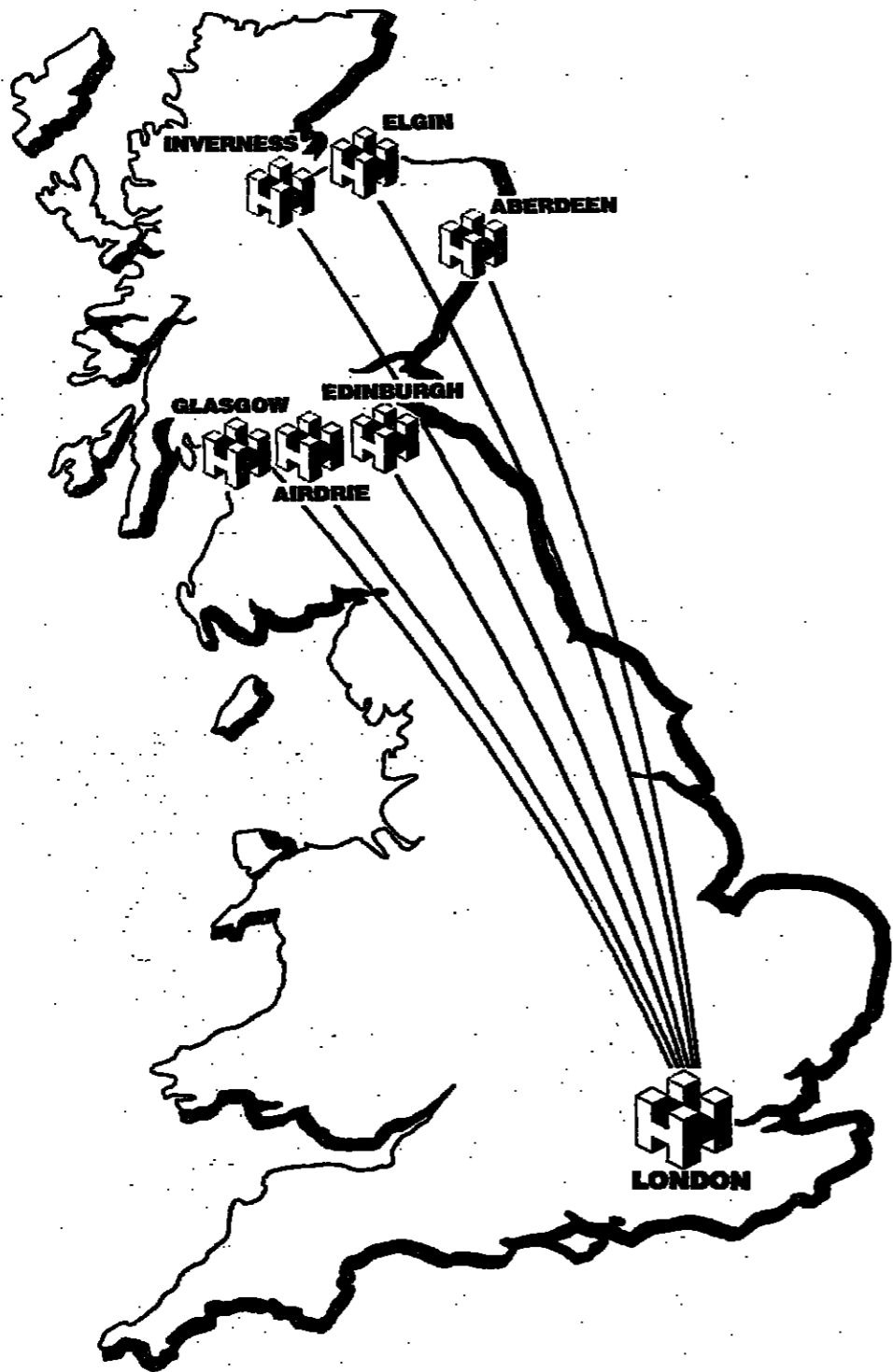
In place of docks have come retail superstores, in place of sidings are will heritage centres. As one player in the east coast development wryly observed: "We need some competition for Loch Lomond."

Danny Green



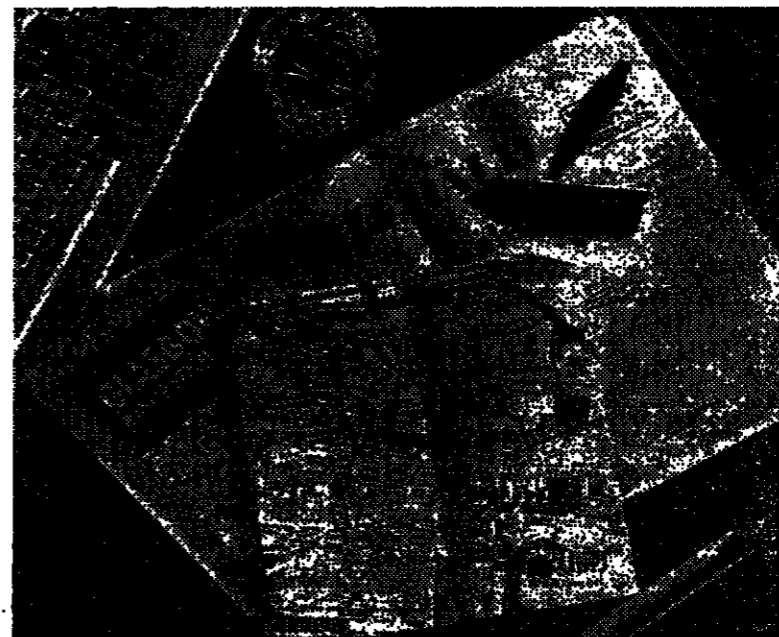
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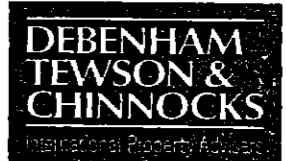
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SCOTTISH PROPERTIES 4

Danny Green finds retail sites in big demand

Centres of action

IN SOME WAYS Scotland has what developers of retail sites most want: relatively few shops and high retail spending per head.

The result of this combination has been an explosion in the number of planning applications for, and construction of, shopping centres. In a heavily-populated strip across the middle of the country, from Greenock in the west to Leith in the east, interest from developers has never been higher.

Part of the reason is demographic. Scotland is one of the least exposed of UK regions to a spending squeeze generated by high interest rates. In Scotland, fewer people own their homes than in the south, and their mortgages and mortgage repayments are lower.

The average monthly mortgage payment among Scottish home-owners last year was a shade above the national average at £125. But only 28 per cent of Scots pay mortgages, compared with 32 per cent across the nation, according to National Opinion Polls. Just to add icing to the cake, Scots have a lower level of car ownership than people south of the border.

Developers and agents suggest that London is a source of volatility in the economy. By comparison, Scotland is more stable. "Scotland has been less affected than the south by the retail downturn," is a familiar refrain.

Another encouragement for shopping centres is that prime city centre sites are rare and expensive. At the top is Edinburgh's Princes Street, while Glasgow is hard on its heels with its retail "string of pearls" - the "s" shaped trio of Sauchiehall Street, Buchanan Street and Argyll Street.

Even the Japanese are interested. Kumagai Gumi, the construction company, is building a £100m office development on the Broomielaw - a road along the banks of the Clyde in Glasgow - which will include retail outlets.

Mr Tony Conroy, of Edinburgh estate agency Conroy Hunter, sees the best opportunities in the Glasgow suburbs and in central Edinburgh, above Waverley Station.

Retailers and developers are still wary of committing themselves outside those top locations. Rentals even here can be

low relative to the south. Mr Conroy rates Princes Street, at around £150 a sq ft, as undervalued, as is Glasgow's Sauchiehall Street. He identifies Ayr and Dumfries as having particularly limited space available in the high street.

"Inverness will grow quickly, but from a low base." Margins for developers are still well below those in the south-east. But one indigenous developer, DCL, predicts an influx of rivals from the south. "It happened in '74 and it happened in '84," says Mr Allan Campbell Fraser, chairman of DCL.

There is much optimism over the effect of the introduction of the uniform business rate next year. Scotland has re-rated its property more recently than England and there are many apocryphal stories of rates paid on Scottish stores being much higher than larger English counterparts. The House of Fraser store in Glasgow, Arncliffe, paid almost £1m in rates in 1987. Harrods' London rates bill was £1.5m. Arncliffe could fit many times over into Harrods' 20 acres of selling space.

Mr Campbell Fraser estimates that Scottish rates are about three times those in England. The difference is so drastic that closing the gap might be phased in over five years, he says. The process, however, "will help developers' margins".

The usually hyperactive Scottish Development Agency has taken relatively little part in promoting retail property. One exception is the St Enoch's centre in Glasgow. There, in the words of Mr Iain Robertson, the SDA's chief executive, "we tried to get rid of the huge negative value of the derelict site... of what was once Glasgow's third railway station."

No such help was required for the upmarket Prince's Square shopping centre, famous for attracting the approval of the Prince of Wales (see picture Page 1). It is built behind a Victorian facade and houses upmarket, high-ticket outlets.

Glasgow's theme of centralising shopping centres - add the soon-to-be-completed Cannon Centre to St Enoch's and Princes Square - is not echoed in Edinburgh. Developments

there have been on the edge of, rather than in, the historic town centre, as planning authorities strove to preserve what they saw as Scotland's number one tourist attraction.

Scotland has not taken to out-of-town shopping centres. Planners have generally refused permission for all but one for each city, fearing they would damage city centre business. In June, for example, the Government blocked two schemes, one from Rover Group for a 1.3m sq ft centre on the site of its defunct vehicle plant at Bathgate, about halfway between Glasgow and Edinburgh, and one at Newhouse on the eastern edge of Glasgow which would have created 1m sq ft.

Besides, as Mr Michael Ryder, managing director of Debenham Tewson and Chinnocks in Glasgow, claims the low car ownership, which helps give citizens so much spending power, runs contrary to the out-of-town concept. Even town centres do not necessarily have it easy. Parkhead Forge in the east end of Glasgow, by the Celtic football ground, is one that is said to be struggling. "It hasn't been as successful as hoped for," acknowledges one agent. "People get caught up in hype and expect too much too soon," explains Mr Campbell Fraser of DCL.

However, there is still room for growth. One role that the SDA can play is in feasibility studies. Greenock encompasses developments at Inverclyde and the giant IBM manufacturing plant. The spending power of 100,000 people without a shopping centre has been leaking away to Glasgow, 1 1/2 hours distant by road. Aberdeen now has a trio of shopping centres. The biggest is Bon Accord, a city centre development by Bredero. The developer has, in effect, a profits sharing arrangement with the local council. Bredero pays ground rent of £40,000 to the city council and once the return on the project reaches 9% per cent, the city council takes 16% per cent over that figure.

Few dissent from the view that out-of-town shopping centres are not going to figure highly in Scotland's future. The action will instead concentrate on city centres.



An impression of the proposed Lothian Road development in Edinburgh which includes a conference centre (see Page 2)

FOR MORE than a decade, industrial rents in Scotland have been so low it has been cheaper to buy existing industrial units than to build them.

For the 15 years to 1987, rents barely changed in real terms. But over the past two years, the property price boom in the south has leaked across the border. Rents have edged ahead from around £2.75 per sq ft to £3.50 in the highest yielding areas of central Scotland. Some new projects are attracting £4.

The rise in prices has led to an air of excitement as developers see the potential returns from Scottish industrial property. Optimism on investment returns is tempered by fears that there may soon be a glut of land available.

Although much of the price increase so far has been on the coat-tails of the rest of the country, the driving force behind developments in the industrial property sector is about to come from within Scotland itself. The Scottish Development Agency and the New Towns, which dominate the public sector holdings, and which therefore account for a majority of all industrial properties in Scotland, are to divest themselves of their property holdings. The details of the sell-off have not been finalised,

INDUSTRIAL

An air of excitement

and the uncertainty has encouraged developers to put some of their plans on the backburner.

The SDA is Scotland's biggest industrial landlord. According to conservative valuations made in 1988, it has property assets worth about £175m, and has dominated activity. The Government has told the SDA to divest itself of property assets worth, say some property professionals, around £140m, and has told five New Towns to sell property worth £200m. The change will be profound. "Scotland has not had an open market in industrial property," says Mr Matthew Edgar of Edinburgh-based chartered surveyor Westburn. "Most of it is controlled by the SDA and the New Towns. He says the public sector officially charges open market rentals, but offers incentives, such as a year rent free. He acknowledges, the SDA is instrumental in attracting investors.

The influence of the SDA is on the wane even before the property disposals, according to Mr Roy Durie, a managing partner of Rydes, Edinburgh-based property consultants and chartered surveyors. "The Garden Festival took more of their resources than they wanted - they have already postponed several schemes."

Despite its status as an arm of government, most indepen-

dent players are complimentary about the role of the SDA. "We have come a long way from Linwood," said a developer, referring to the ill-fated and state-inspired attempt to keep car manufacturing alive in Scotland.

Agents are cautious over the possible price-depressing impact of what might be a glut of new property on the market. Mr Durie says public sector disposals "must have an adverse effect on development." On the bright side, he says the Government subsidy will disappear, "so rents should eventually float up to commercial levels."

He says high interest rates have already put off buyers. On the other hand, lettings are more popular through, for example, leaseback and especially for the smaller sites. Some 90 per cent of industrial properties, mainly in the 3,000 to 5,000 sq ft range are owned by investors. The remaining 20 per cent are owner-occupied, mainly on sites of more than 20,000 sq ft, says Mr Durie.

The SDA is keen to play down any impact the sell-off might have. "High interest rates rule out a quick sale," says Mr Iain Robertson, the SDA's chief executive. "And we will be seeking pro-active buyers, not traders."

The SDA and other sources acknowledge the intention is to sell everything to two, or

maybe three if necessary, buyers. The tranches of property to be divested was valued at £100m in 1988, but the SDA hopes to raise more than this. The two portfolios up for sale are split 80:20, according to one agent. The £200m New Town portfolio will be sold off over a longer period. Private sector local development companies will replace the development corporations of all five New Towns. East Kilbride and Glenrothes will be the first in 1991, followed by Cumbernauld in 1993, Livingston in 1995 and Irvine in 1996.

Although the process might change the price of land, few think it will change the profile of new arrivals in the market. Buyers tend to be British companies, traditionally in engineering, while foreigners, often in electronics, want to lease. The SDA's "Locate in Scotland" programme has been targeted mainly at the US and Japan, to the detriment, say some agents, of the south-east of England. "We fail to market the Scottish quality of life to the south-east," said one property consultant.

The Japanese are still big investors in Scotland. The country has a high international profile. Low staff turnover and wages help, as do golf and whisky, which between them make the country a household name in Tokyo. The establishment of "Silicon Glen"

through the 1980s means there is a pool of experienced labour. Foreigners continue to build electronics plants. The list of names is impressive: IBM, Compaq, NEC, Motorola and more. A shock of seeing Wang pull out early in the summer is countered by the SDA who point out that the property vacated is already taken by Compaq.

One key attraction of the New Towns is that they have their own planning authorities. Livingston is identified by one chartered surveyor as being the nimblest in attracting new residents. Others say Cumbernauld has overcome its early poor image. East Kilbride is running out of land as one or two of its residents hit hard times - Anderson Strathclyde, the mining equipment subsidiary of Charter Consolidated, said in July it was closing its East Kilbride plant as part of a drive to improve return on capital. National Engineering Laboratories is to be restructured following unsuccessful attempts to privatise it. The SDA and others are looking forward to the arrival of the uniform business rate next year. Mr Robertson said: "It will help give confidence that rental levels will have a steady base."

If the SDA's hopes are borne out, rates reforms and the privatisation of large tracts of industrial property in Scotland will eventually re-ignite industrial investment. In the short term, few dispute that uncertainty will encourage developers and investors to stay their hands.

Danny Green

COST OF HOUSING

Prices still on the up and up

IF YOU see house prices as a measure of a country's economic, political or even emotional health, then Scotland has been a reasonably prosperous place in the past two years.

The phenomenon of sharply rising home prices, previously thought to be confined largely to the south of England, has reached many parts of Scotland. Unlike the southern half of Britain, the rise has continued into this autumn with little sign of flagging. Although the differential between house prices in Scotland and in the UK as a whole has not closed, important changes are taking place in the structure of the Scottish housing market.

The boom in house prices came later to Scotland than to other parts of Britain as the ripple of price increases spread from the south. Edinburgh was the first city to be affected in a big way, partly because of the arrival of new well-paid executives recruited from the south to work in the financial services industry.

They had realised large sums of money for their homes in London and the south-east and were prepared to bid highly for the relatively few sizeable detached houses available in Edinburgh and in the surrounding countryside. Later the Glasgow area enjoyed something similar as British Petroleum moved several hundred executives to Glasgow.

Other people moving up from the south, either to retire to their homeland or to seek what they saw as a superior quality of life in the unspoilt Scottish countryside, helped trigger price rises. In 1988 the average price of all houses in Scotland rose 22.1 per cent, according to the Halifax Building Society, with Edinburgh going up by 35.5 per cent, Glasgow by 29.4 per cent and Aberdeen 35.8 per cent.

The rises have continued this year, according to the Halifax. By the end of the third quarter of 1989 the average price of houses in Scotland had risen by 19.8 per cent in the preceding 12-month period. Scottish house prices continued to go up because of unmet demand and the fact

that Scottish house buyers, being less heavily borrowed than their counterparts in the southern half of Britain, were less affected by high interest rates.

There are big differences according to place and type of property: detached houses in Edinburgh rose 72 per cent in the year to September 1989, while those in Glasgow went up 40 per cent and Aberdeen 32 per cent. The average price of a semi-detached house rose by only 7 per cent in Edinburgh, while it went up by 18 per cent in Glasgow and 16 per cent in Aberdeen.

Edinburgh was the first Scottish city to be affected in a big way

But some of the steam may have gone out of the market in the third quarter of the year. Mr Mike Rutterford, managing director of Stuart Wyse Ogilvie, which claims to be the leading chain of estate agents in Scotland, says that the number of buyers in the market are down by 25 per cent. "Lawson's policies have bitten up here, too," he says. He was speaking before the base rate went up to 15 per cent, which could further deter first-time buyers.

However, the Royal Institute of Chartered Surveyors in Scotland says up to the end of August there was no sign of recession reaching Scotland. Prices achieved were often 50 per cent above the asking price.

In Edinburgh the Edinburgh Solicitors' Property Centre, the major force in the Edinburgh market, reports only a 10 per cent drop in sales volume in the third quarter. The outlook appears to be for house prices in Scotland to continue to rise, though less fast. Yet in spite of the continuing increases the gap between house prices in Scotland and the UK average has not closed.

Whereas at the end of the last house price boom in the early 1980s average prices in Scotland were only slightly below the UK average, the

Scottish average was £47,561 at end-September 1989, against a UK average of £22,238. For most other parts of Britain, says Mr Gerry Marsh, the Halifax's economist, the differential between different areas has come back to the historic norm, but for Scotland that has yet to happen and he does not believe it will happen in the current cycle.

That means that it is still relatively cheaper to live in Scotland than elsewhere in Britain. However, Mr Rutterford, whose company is now the Scottish estate agency arm of General Accident, says: "There is an underlying confidence in the Scottish market that means there three years ago. There's a feeling that we are in for a prolonged period of prosperity."

He argues there is strong latent demand in the market, even though it may not be realised immediately. "When interest rates come down English people will be able to sell their homes again and come up here, and there's tremendous demand from Scots who want to upgrade themselves." According to Government statistics the percentage of Scots owning their own homes has now reached 45.7 per cent compared with 35 per cent when the Conservatives came to power in 1979, thanks in part to the success of legislation giving council tenants the right to buy their rented properties.

Mr Rutterford quotes sample surveys suggesting owner occupancy may now be around 48.5 to 49 per cent and could go through the 50 per cent barrier next year since council tenants are still buying heavily. "That's a fundamental change," he says. "The new owners, who bought at a big discount, realise they are sitting on a substantial profit and will go into the market place to buy a bigger and better property for their family. This is an important source of latent demand."

Mr Rutterford is meanwhile one of the leaders of another big change in Scottish residential property: a gradual switch in many areas from the use of

solicitors to estate agents in the sale of property. Scots have traditionally used their solicitor to sell their properties for them, as well as handle the conveyancing.

Only in Glasgow did estate agents always have a strong hold. In other towns, especially Edinburgh, the solicitor not only handled the conveyancing of a property but advertised it and negotiated its sale. Estate agents have grown up over the past decade in the rest of Scotland, partly out of dissatisfaction with some solicitors' past marketing techniques, which amounted to little more than

There's a feeling we are in for a prolonged period of prosperity

advertising the property. As estate agents began to make inroads into the solicitors' property business solicitors reacted by becoming more like estate agents in their activities: now look remarkably like those of estate agents.

In Edinburgh and several other towns, solicitors use a centralised property marketing operation: the Edinburgh Solicitors' Property Centre (ESPC) is a single shop which displays details of all the properties being offered by the area's solicitors and claims to have 82 per cent of Edinburgh's housing transactions, largely fighting off the estate agents in the city, though not in the surrounding countryside. "The solicitors' property centres will be fine until supply exceeds demand," he argues. He says the weakness of the system became clear when house prices slumped in Aberdeen in 1986-87 because of the downturn in North Sea oil activity. "There were far too many properties being advertised by the centre. Aberdeen salesmen," he says. "We went in and set up an office there. Now we've got 12 per cent of the Aberdeen market."

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TECHNOLOGY

Della Bradshaw explains why companies are choosing to let private contractors manage their facilities

# One's burden is another's profit

The American state of New York and Birmingham in the UK may seem worlds apart. But technologically they have at least one thing in common. The governing authorities in both places have wrenched their hands of some of their information technology facilities. Rather than running them themselves, they have decided to pay private companies to operate the services for them.

But would you hand over your computer systems or telephone network to be run by an outside company? A growing number of companies - from banks to retail chains and manufacturers to services companies - are doing just that.

They are employing organisations - with the confusing title of facilities management companies (FM) - to run these services. (In the US, facilities management refers to the running of systems within a company by its own staff.)

In the case of Birmingham City Council, the computer services are now being run by ITnet, of Birmingham, in a deal worth £30m over five years.

New York state has handed over all of its telephone services to a department store chain, a case in point. It signed an FM contract with the London arm of Electronic Data Systems of the US to run its computing and telecommunications facilities when the retail chain separated from Sears, its former parent. After the buy-

out the company was faced with the choice of installing its own computer or going for another option, such as FM. The company wanted to expand its main business - retailing - and increase its number of stores from 10 to 12. What it did not want to do was to worry about the telephone network and data processing centre.

Birmingham City Council opted for FM when it could see such a crossroads approaching. It wanted to pre-empt probable Government rulings that computer services - like street cleaning and rubbish collection - should be put out to competitive tender, says Bernard Farrar, city treasurer. Instead it negotiated the deal with ITnet under which any of the 170 computer department staff could transfer to the FM company.

A more recent development is that companies are finding it increasingly difficult to employ suitably qualified staff, reports Falconer. "We are noticing that people issues are the biggest ones. It's a seller's market at the moment."

Companies are therefore offloading the burden of recruiting qualified staff on to the shoulders of FM companies. Falconer believes companies can keep their staff

because they can offer them more exciting projects. The bread and butter tasks of FM employees are upgrading software or dealing with a systems crash - the sort of work computer staff within a company rarely deal with.

But in the end, says Andrews, "it's all a question of money." Although Birmingham City Council, for example, is paying about £5m a year to ITnet, Farrar believes the council will save about £1m a year.

There are three main areas of savings for companies opting to go down the FM route. They are often swapping a fixed cost (of buying new equipment) with a variable cost spread over a period. As information technology equipment has a higher rate of obsolescence than the average piece of, say, office furniture or machinery, many companies are persuaded that they can drop out of the race and let a contract person keep in touch on their behalf.

They use extra services only when necessary - and do not have the expense of installing the equipment to deal with the peaks. That does not just apply to companies with a seasonal market, but to companies which need to employ extra staff for a short period for a

host of different reasons. Stockbrokers Laing & Crutchbank, for example, has gone to Hoskyns to supply an injection of temporary staff while it changes over from an IBM computing system to one using Digital Equipment and McDonnell Douglas equipment.

During the change-over period Hoskyns will run the older system as back-up, while the Laing & Crutchbank staff are trained to use the new system. They accrue savings through the economy of scale in which the FM companies operate. FM companies, for example, can afford to buy mainframe computers and divide them up so that different parts are used for different clients. They can also employ groups of staff with a specific expertise which a number of clients need. The former DRG computer centre in Bristol, for example, has been expanded by TSF so that it can be used by other companies - or by DRG should they need the extra capacity.

But an FM contract is not cheap. The Lewis's Group, for example, has employed EDS to run its telecommunications and computing facilities contracts for seven years, plus a start-up period of five months. It will pay £10m over the life-time of the contract. What it

gets for that is hard to define, but it includes certain upgrades to the systems.

Some companies may be unimpressed with the vague contracts that FM companies produce. One reason is that they can cover a grant of services, such as taking over existing facilities or installing new ones. Contracts can last for a few months to up to seven years. Equipment can be owned by either the FM company or the one needing the computing services.

Another reason is that the services can change as the needs and direction of the managed company change. "It sounds a bit hackneyed, but we try to think of a contract as a working document, a reference document," explains Falconer. "Those companies which have opted for FM rebut the view that handing over their information technology operations or telephone systems is admitting defeat. They insist it is exactly the opposite."

They believe that they have offloaded an expensive management burden and given divisions the freedom to pick the best deal, by competitive tender, to follow their business plan. "We wanted to make sure management had the opportunity to obtain services where appropriate," says McPhee.



WHETHER your information technology services are run by your own staff or by an outside agency, the computer is on hand to help you manage the equipment.

Systems for premise management (also called facilities management, or integrated building management) enable companies to move their furniture and equipment around on the computer screen before they move them for real.

The systems have proven particularly useful in companies where staff change their jobs or location frequently. In banks, for example, it is estimated that the "churn rate" is at least 100 per cent a year, says Graham Hewitt, marketing manager for Isicad, of Wokingham, which produces these computer systems. "We can't reduce the churn: it's part of the business," says Hewitt. "What we can do is reduce the pain and reduce the costs."

Companies that have already taken the plunge include the Stock Exchange, Shell and National Westminster Bank. Systems suppliers Decision Graphics, of Crawley, and traditional computer-

aided design companies such as Integraph, of Swindon, sell systems that help automate at least part of the process.

To use premise management tools, the company has to feed in the data available on the location of terminals, cabling, fire alarms and security systems.

The system provider looks at the reporting structure and management procedures followed within the company. Some companies may want to charge individual departments for the floor space they use, and that approach would have to be fed into the computer.

Once the computer is programmed, drawings are displayed on the screen of the wiring, furniture and so on. To move an employee's place of work the desk is highlighted on the screen and then moved to another location. If that employee needs, say, a telephone, computer terminal and access to an electronic news service, the system would highlight the nearest sockets or connection points for those services. Once the move is approved, a work schedule and plan are printed out for the engineer to follow.

## Hybrids make the grass grow greener

Blotting out the sex of a crop plant is the key to a biotechnology breakthrough being claimed this week as a big advance in hybrid seed production.

Plant Genetic Systems, a private company based in the Belgian city of Ghent, believes its discovery will help the agriculture industry to create hybrids which have not been previously developed because of technical difficulties and economic constraints.

According to Jan Leemans, research director of PGS, the company's system has been applied to oilseed rape and is being extended to other cash and industrial crops, including vegetables and cotton.

Since the introduction of hybrid corn in the early 1930s, seed companies have been searching for more efficient ways to make hybrid seed. Plant breeders create hybrid varieties to develop crops which will perform reliably year after year. Hybrid seeds give farmers a more consistent yield and a crop which is more vigorous and more resistant to pests and disease.

Plant reproduction, as PGS explains it, can be accomplished in two ways. The first is through self-pollination, in which the pollen from a plant fertilises the pistils (female reproductive organs) of the same plant. The second method is cross-pollination, where pollen from the anthers (the male reproductive organs) of one plant is carried to the pistils of another plant.

Hybrids are created through cross pollination. Different lines of the same or similar crop species are combined - each with specific desirable traits - by using a male sterile line to ensure that the crop does not self-pollinate. The

male sterile parent is crossed with a line capable of restoring fertility to the first generation offspring of the cross.

PGS says that its scientists - in collaboration with Professor Robert Goldberg, an expert in plant gene regulation at the University of California at Los Angeles - have succeeded in isolating a promoter that allows the expression of a gene exclusively during the development of a plant's anthers. Leemans says this anther-specific promoter has been used to express a gene conferring male sterility in the plant.

Through this promoter a protein encoded by the gene is expressed during the critical few days when pollen would normally develop in a plant - thereby suppressing its production. The protein disappears after rendering sterile the plant male, allowing it to continue normal development.

Independent endorsement of the PGS claim has been given by Michel Renard, research director and plant breeder at the Institut National de la Recherche Agronomique in Le Rheu, France. He says the oilseed rape discovery "not only represents a major technological breakthrough, but gives breeders great flexibility to create new hybrid varieties."

Leemans adds: "A major advantage of this technology is that it can be applied to many crops without losing other important traits."

PGS's other developments include the engineering of insect resistance in plants - thereby eliminating the need for insecticide - and herbicide resistant plants intended to allow farmers to use a new generation of safer herbicides on their crops.

Tim Dickson

# THE COLOUR OF EXCELLENCE.

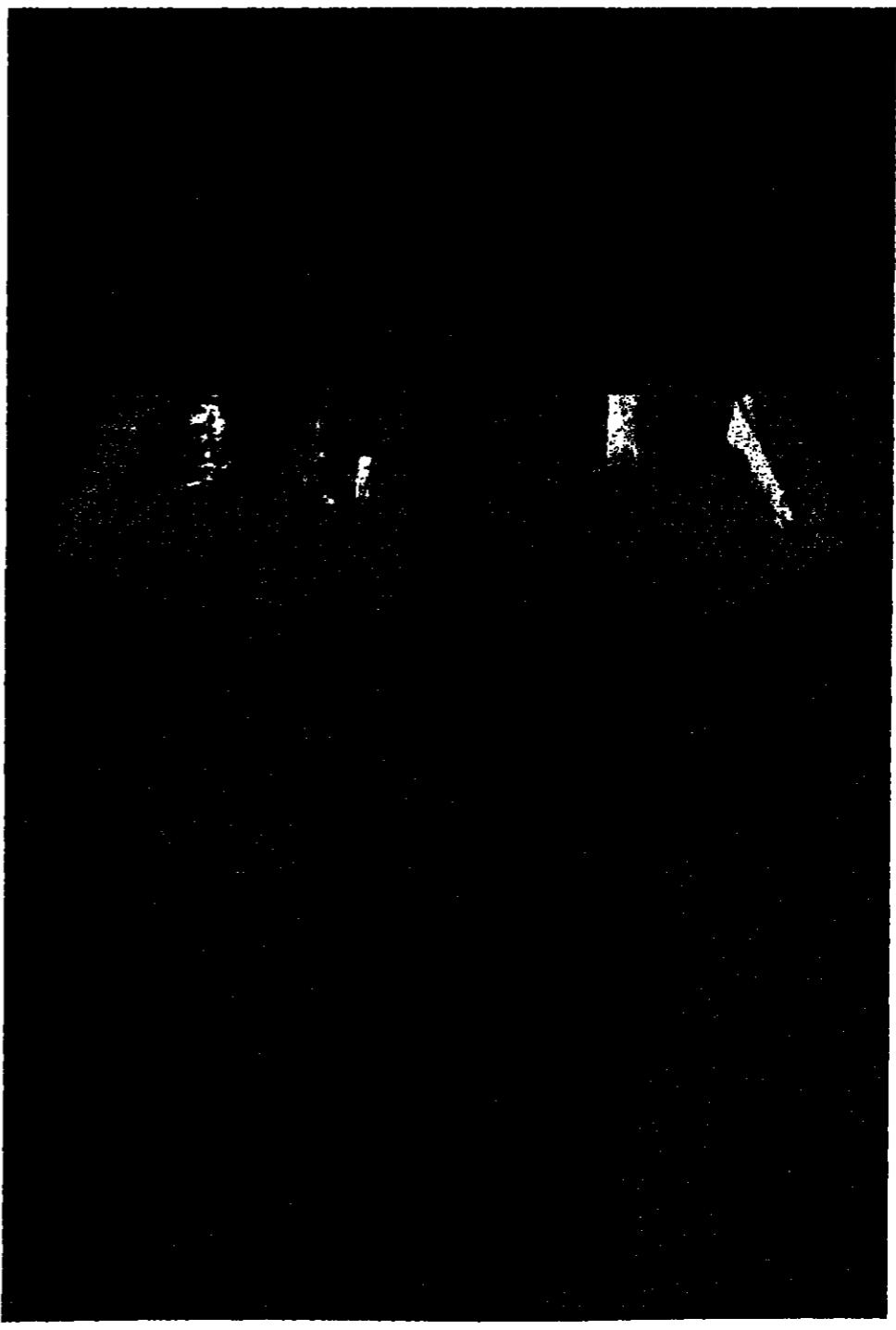
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MANAGEMENT

Product development

# Unleashing the potential of design

Christopher Lorenz explains why an international exhibition staged this month in Boston demonstrates that industrial design plays a strategic role far more frequently than is realised by most company executives

For over a decade, well-meaning parents across Europe and North America have been giving their children "Speak and Spell" and other noisy electronic toys from the Texas Instruments stable.

As the toys grew ever larger in the tooth, TI's competitors began to think it had chosen to surrender the business, and many parents breathed a sigh of relief. But now it is back in the market with a vengeance.

This Christmas thousands of American children will unwrap one of TI's new range of "Learning Path" products, such as the "Voyager" voice recognition headset computer, and - hot onto the market this month - a "Listen and Learn" 12-sided ball which matches name and noise to whichever animal picture the child has turned up. In Europe, the same range is starting to appear under the umbrella title of "toys with intelligence."

The individual most to thank (or blame) for some of the individual product ideas, and for inventing the "learning path" - a step-by-step progression of such toys for different age groups - is Gene Sulek, TI's chief industrial designer.

Sulek stresses that the conception and development of the product range has been very much a multidisciplinary team effort between himself and specialists in product management, marketing, engineering and production, as well as external design consultants.

But the team's leader, Elaine Kaufman, who is education products business manager in TI's consumer products division, says Sulek's involvement in the team "reached far beyond the normal role of an industrial designer - he's a real strategic thinker."

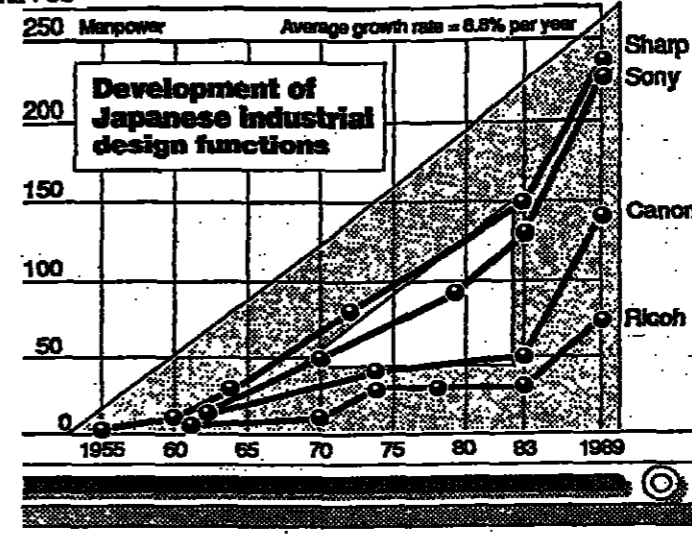
A study of the methods by which the Voyager and its fellow products were developed in double-quick time, leading to its successful launch in the US a year ago, forms just one of 13 such development projects from well-known companies in the US, Europe and Japan which have been on show in Boston this month in a remarkable exhibition called "Triad Design".

After moving to Chicago, the exhibition will visit Europe next year, starting with the Hannover Fair in March. A local language version is now on tour in Japan.

The show is significant for at least three reasons. Not only is it probably the best international exhibition ever staged on the process by which products are designed and devel-



Texas Instruments' Voyager headset (left) and Sharp's solar calculator - two of the products on show at the Triad Design exhibition in Boston this month



oped, but it demonstrates that industrial design plays a strategic role far more frequently than is realised by most executives - including enthusiasts such as TI's Kaufman.

The research effort which went into the exhibition also paved the way for design management to be taught at the Harvard Business School for the first time - a move which is expected to prove at least as influential on American industry as the London Business School's pioneering courses have been in Britain.

The show, which was designed by an American in collaboration with the exhibition arm of Giltspur, a UK company, was mounted by the Boston-based Design Management Institute. The latter also organised the background research.

Harvard professors were prominent among the 33 speakers at a four-day international conference in Boston earlier this month to coincide with the exhibition's opening. Among the corporate representatives were senior executives from companies as varied as Braun, Dictaphone, Digital Equipment, Philips, Sony and Yamaha, as well as TI.

Together, the exhibition and conference illustrated only too well why product design and development successes of TI's type are all too rare in US and European industry, and why Japanese companies are so

often more effective at managing the development process.

Pinning Harvard Business School's colours firmly to the design must, its Dean, Professor John McArthur told the conference that the Triad Design project dealt with a topic that US business schools had always neglected. The project would prove to be "the start of something big."

Design was increasingly critical in a fast-moving, competitive world, declared his colleague Professor Robert Hayes, whose 1980 article on "Managing our way to economic decline" helped reawaken US industry to the competitive importance of manufacturing.

Though design's importance is being recognised more widely than it used to be in the US and Europe, Hayes argued that "too many designs fail to meet customer needs, and we know very little about why some companies are better at managing design than others."

That is no longer true for the eight projects discussed in detail at the conference, and the full set featured in the Triad exhibition.

From TI's Voyager headset to Yamaha's first digital wind instrument, and from a Philips ultrasound medical diagnostic machine to a clever Swedish screwdriver made by Bahco, "Triad Design's" message is that considerable extra compet-

itiveness can be gained by involving industrial designers as an equal partner with marketing, engineering and manufacturing throughout the development process. This is in sharp contrast to the way designers have been used in most companies, as "stylists" who are called in late in the process just to provide attractive shapes and colours.

As Gary Rado, TI's vice-president for consumer products, told the Boston conference: "We can no longer rely just on technology, marketing or price to differentiate ourselves. Design must be added to the list as a new 'enabler'." Coming from a company which has been dominated since birth by engineers, a commitment like that is doubly significant.

Though TI as a whole (as distinct from Rado's division) is still "a design illiterate company", in the words of its design chief Gene Sulek, it is clearly learning fast. On the still-expanding Learning Path product range, industrial design is most definitely working throughout the development process along with all the other functions, according to Kaufman. "It's a network throughout - a shared type of thrust," she says.

Similarly, the conference was told by a senior executive from Sony, Aki Amanuma, that industrial designers in his company frequently help initiate the basic concept for a

product. Yet the Triad project research shows that, even in cases where designers' conceptual influence is less clear, they play an invaluable part in the product development process, not just because of their drawing and visualisation ability, but also through what Karen Freeze, the project's research director, calls their "multilingual skills" - their ability to communicate with a wide range of other disciplines in technical language that those specialists can understand. "Yet management does not often realise this," she says.

The most damning comparison of how manufacturing companies in different countries use design - or fail to - was provided at the conference in a joint presentation by two very experienced design professionals, Arnold Wasserman of Unisys (the computer company formed through a merger of Burroughs and Sperry) and Bill Moggridge of ID Two, a consultancy.

Wasserman, an American, is one of the few US design managers to have reached the level of vice-president (he previously held a similar position at Xerox), while Moggridge, an expatriate Briton, runs a San Francisco/London/Hanover firm which does a thriving business in Silicon Valley, Japan and Europe.

Design-conscious companies in all parts of the "triad" have

moved through several stages of design management, according to Wasserman and Moggridge. Some have just railed on a "design person", either the company chief (such as Steve Jobs when he ran Apple, and now at Next Computer), or the design director, such as Dieter Rams of Braun, Gillette's West German appliance subsidiary.

Others, including some which have since progressed from that stage, such as Apple and IBM, have moved on to "design policy", institutionalising design into a set of policies and procedures.

A third stage, which Wasserman and Moggridge call "strategic design" and which they exemplify by Sony, integrates industrial design more deeply into the company. In such cases, much of the design effort is devoted to such broad activities as lifestyle research, in order to anticipate product concepts ahead of competitors.

Charting the steep growth of design resources in Japanese consumer product companies (see chart), Wasserman and Moggridge said that design usually begins life as a small service department located within the engineering function. "Whereas most American industrial design departments remain buried six levels down, Japanese design has been recognised as a strategic weapon - it has been moved up, is directed by a general

manager, and is seen as equal with other functions."

At Canon and Ricoh, for instance, design is organised as a separate business unit, while at Sony and Sharp the design chief has a seat on the company's board.

At Sharp, Ricoh and other Japanese companies, according to Wasserman and Moggridge, 4 per cent or more of the company's total budget for research, development and engineering is spent on design - at Canon and Sony the rate is as high as 6 per cent. Yet no major US company spends as much as 2 per cent, they said.

In contrast with the sharp increase in Japanese in-house design staff over the past 15 years or so, American numbers had fallen as part of the general drive to "downsize" corporate staffs. "Is there a message here?" asked Wasserman.

"American executives invariably feel that design should be free," he said. "Two per cent is the absolute minimum you can spend and hope to get anything back." Otherwise, regardless of what a company might declare about design's importance, "we have decided not to compete through design."

One of the problems, said Wasserman and Moggridge, was a difference in strategic philosophy between Japan and the West. Whereas western companies allow successful

products "to roll on indefinitely, their Japanese competitors innovate continually." This not only keeps their product lines fresher and broader, it also enables them to sustain constantly active design and development departments. This, in turn, helps them accelerate the product development process - a common target of most companies these days, but one which many western companies are finding elusive.

Suggesting various ways of shortening the development cycle, yet of still having enough time to deepen the use of design as part of the corporate "thinking process", Wasserman and Moggridge drew extensively on the way Xerox used design as a central part of its competitive recovery process in the mid-1980s. By using input from market research, personal observations of consumer behaviour, technological trends and so forth, the designers "cooked up a creative soup," says Moggridge.

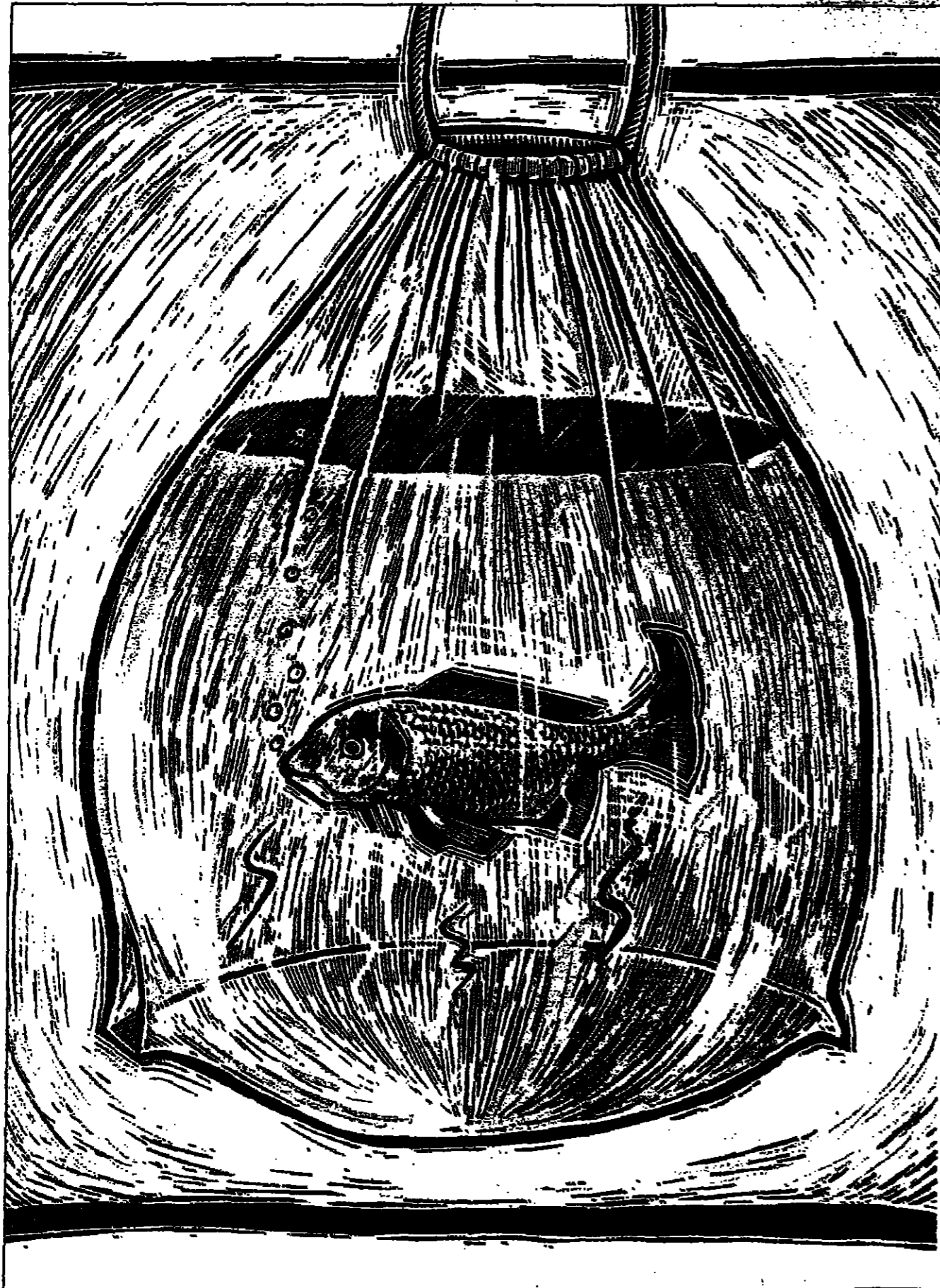
The end result was a range of copiers which were much easier to understand and use than their predecessors; this was part of the reason why Xerox's US market share bounced back to 55 per cent in 1986 from its low point of 41 per cent in 1982.

Wasserman and Moggridge's concept of "strategic design" may seem far-reaching, but it is not ambitious enough to satisfy two academics who argue that, for design to be completely effective, it needs to "infuse" an organisation.

Professor Henry Mintzberg, a Canadian who for years has been a leading scourge of the "scientific" school of strategy and management, told the conference that it was insufficient merely to advocate that design should be put on an equal footing with other, more conventional, functions. Instead "it has to infuse an organisation, just like quality," he said.

Angela Dumas of the London Business School, who originally coined the term "design infusion," was concerned that building up design as a separate function "builds barriers around it." Drawing a parallel with accounting, she recalled that accountants used to be tucked away in a corner of organisations before management accounting developed. "Now everyone in an organisation does some accounting every day. The same is true of design - or should be."

An ambitious target maybe, but one which certainly intrigued the executives in the audience, as well as the Harvard professors.



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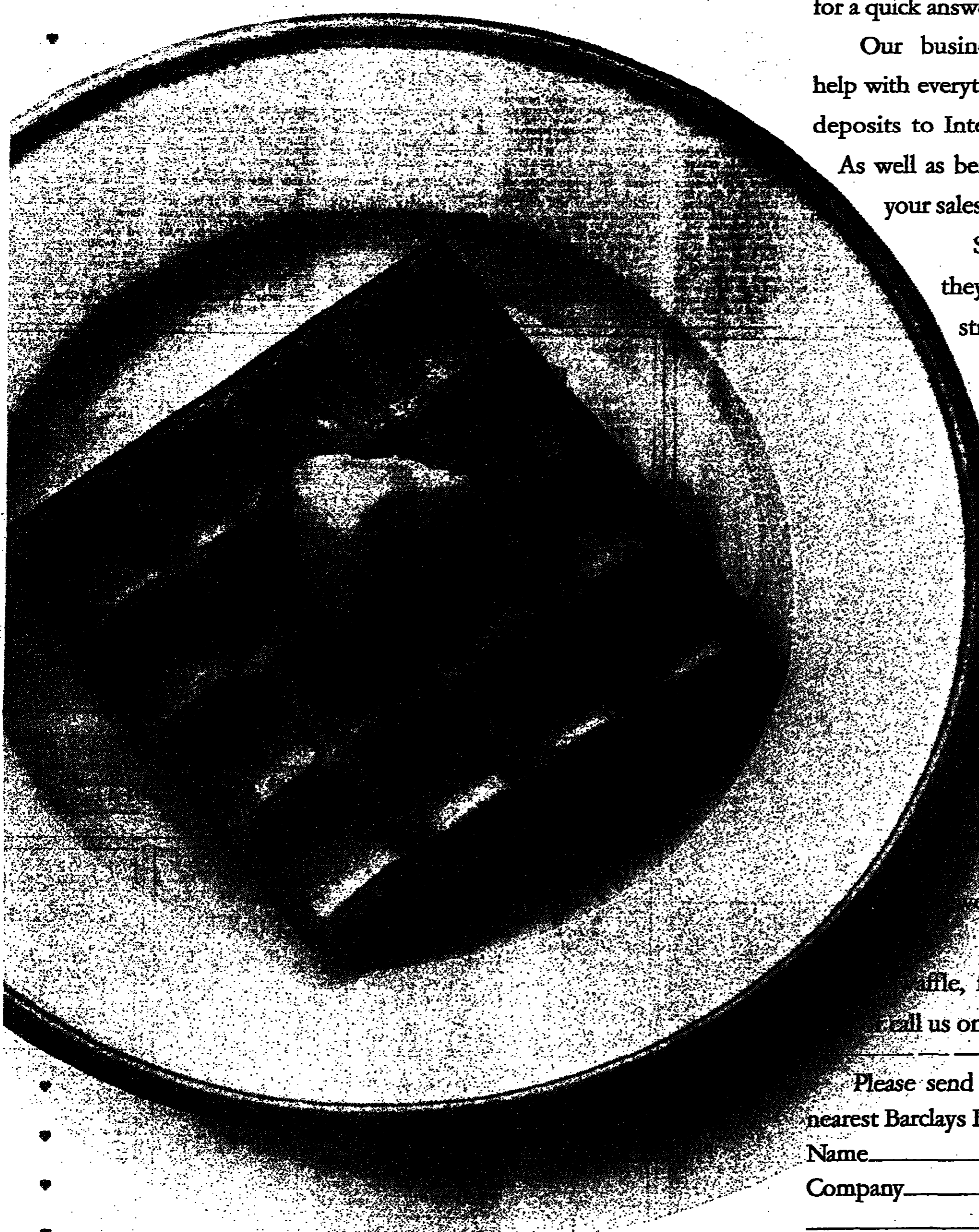
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THE PROPERTY MARKET

# Speyhawk opts for caution

By Paul Cheeseright, Property Correspondent

Speyhawk is taking on a more defensive attitude to the property market. It is not alone. A combination of overheating in the sector and a generally more gloomy outlook in the economy is making many of yesterday's freewheeling entrepreneurs into today's cautious financiers.

For some months now, conversation at the industry's lunch tables has circled around soft landings and hard landings. If there is any measure of agreement it is that for investors and developers the next couple of years are going to be duller than the last two.

"I've been in the industry for 25 years. I know its dangers," said Trevor Osborne, the chairman of Speyhawk. And, certainly, there are enough danger signals.

The growth in returns from property has started to slow, as the IPD Index has been indicating since the spring. Now the Bank of England has made another public warning about bank lending and the Confederation of British Industry has published its least encouraging survey about investment intentions for over six years. Strong demand for space is no longer spread through all sectors and there is a great deal of new building coming on stream.

The stock market is edgy, suspicious of the property sector generally and companies like Speyhawk in particular.

Speyhawk, indeed, had nearly 20 per cent of its market capitalisation wiped off on October 16 when the sector as a whole dropped 5.5 per cent. The company has been trading on a price-earnings ratio of just over 6.0. It is a company brokers like but from which new investors recoil.

The company is not helped by the fact that its shares are tightly held and thinly traded. On October 16 hardly any shares changed hands. "Investors don't want to invest in things which are ambitious," asserted Mr Osborne. What the market wants to invest in is non-risk, high yield and there's not too much thought for future growth. The share prices of companies representing growth will be held back.

Development companies, by definition, represent growth. Speyhawk has a development programme with a completed value of about £1bn stretching out over the next three years. Although it strengthened its capital base with a £20m preference share issue last May, its financial needs on the market are limited. But it needs to keep its share price up.

Hence the company has over the last two years been at pains to stress that it is building up its asset base as well as following its habitual line of business: finding sites, adding value with new construction and selling on.

This has made little difference to the way the market has regarded the company but it is an indication that defensiveness had begun to creep into corporate attitudes after the October 1987 equity crash.

But, now, changing conditions on the property market itself have meant other changes in the way Speyhawk does its business.

"We've sold one or two things of late. It's time to reduce gearing. It's prudent," said Mr Osborne. Around £95m was realised when, 10 days ago, Speyhawk with Reinhold, its joint developer, sold two central London buildings to Skandia Insurance. Last April, the Ramada Renaissance Hotel in Brighton was sold to Mount Charlotte Investments for £30m. Kings Cross House in central London realised £45m when it was sold to a consortium in March.

Last April, Speyhawk had recourse borrowings on its balance sheet of £54.58m. It was exposed to £6.33m on limited

recourse borrowings taken out by special purpose companies within the group, and to a further £36.35m of borrowings held by joint venture companies in which it is involved.

Obviously the high interest rates are uncomfortable for everybody, but Mr Osborne draws a distinction between the sharp rise of short term rates and the more modest cost of longer term money. Eighty per cent of Speyhawk's borrowing has an interest rate cap.

Next month the 1988-89 figures will be published and they will show the exact extent of gearing. But it is not likely to be much less than 70 per cent on the balance sheet and perhaps as much as double that if off-balance sheet financing is taken into account.

Using other people's money for development is scarcely unusual in the property industry. And there still remains plenty of it about. "I don't find banks as nervous as newspapers suggest they ought to be," commented Mr Osborne. Yet it is a sign of the changing conditions, a manifestation of its preoccupation with asset backing that the stock market is nervous about gearing. This has prompted a return to methods of funding that were more common before the surge in

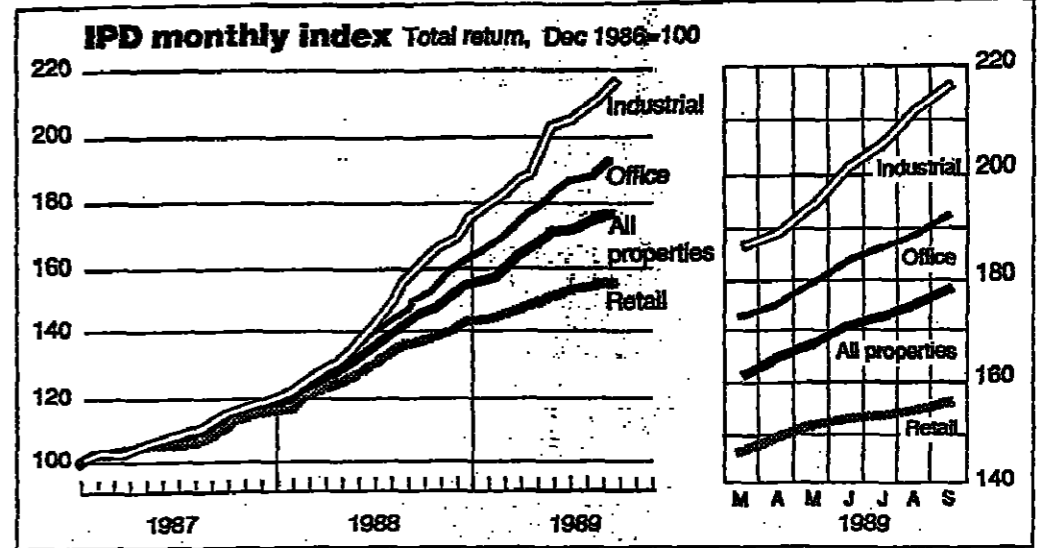
bank lending started.

"We're talking about forward funding (where an institution pays for a development and the developer takes an agreed level of profit if construction is completed on time, on budget and the building is let) and a year ago we wouldn't have done," Mr Osborne noted.

Forward funding is itself a form of restriction on the sort of development the company is prepared to undertake, because the institutions are not generally interested in fringe locations. This agrees with what the company is doing.

"It's time for a cautious approach, so you only go into projects which are actually prime. This is not a time for fliers," Mr Osborne observed. And "prime" denotes a number of things. In the City of London it means "this is the time to be only in core locations." And it means the construction of decent buildings — "people building cheap will find it pretty hard going."

Demand for space is holding up pretty well in the office and industrial sectors, less so in retail. But if interest rates stay high for more than a matter of months then there will be many more worried property people around than there are now.



## Rental growth slowing

Property investments performed marginally better in September than in August, but the returns for the third quarter were the lowest of the year so far.

The latest figures from the monthly index of the Investment Property Databank emphasise the trend that became apparent in the spring: property continues to provide high returns but the rate of increase is slowing.

In September, the rate of rental growth remained high although diminishing in the speed of increase. Capital growth has been lagging in


comparison with a year ago.

For the first nine months of the year, the total return was 15.1 per cent. Over the year to September, the total return on all properties was 22.4 per cent, but in the year to September 1988 it was 30.5 per cent.

Last month, the highest performer was again industrial property with a total return of 2.5 per cent. During the third quarter, total returns were 7.1 per cent, the highest for the year, and over the last 12 months have been 34.4 per cent. But in calendar 1988, the total return from industrial property was 46.7 per cent.

Total returns from office property were 1.7 per cent during September, a recovery from August. But at 4.8 per cent for the third quarter, the rate of growth has been edging down.

The most troubled sector has been retail where there is evidence that yields have continued to widen. During the year to September, rental values grew much more quickly than capital values — 14.5 per cent against 8.8 per cent. In September, the total return from retail property was 0.8 per cent, the same as in August. The total return for the third quarter was 3.1 per cent.



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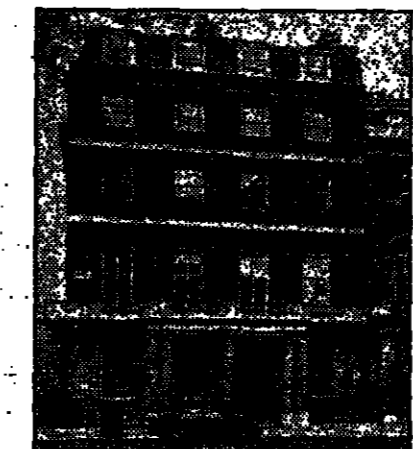
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POLITICS TODAY

# Stuck with the same old image

By Joe Rogaly

The part of Britain's Conservative Government that resides in No 10 Downing Street — the commanding part — is stuck on a fixed trajectory. It will stay stuck while Mrs Margaret Thatcher remains Prime Minister. It is about as set in its course as the Republican White House might have been if Article XXII of the constitution of the United States had not prevented Mr Ronald Reagan from running for office more than twice. "To thine own self be true," Mrs Thatcher said of her creed when she addressed the Conservative Party conference in Blackpool the other day. "To thine own self be true," says her personal economic adviser, Sir Alan Walters. In the concluding words of his now famous article for a forthcoming issue of *The American Economist*.

It is worth quoting Sir Alan's two preceding sentences, together with that familiar-sounding conclusion they constitute the essence of the kind of mind that the Prime Minister is most well-known for admiring: "... one should never give in to pressure — to be popular or fashionable or in the mainstream. One should concede only if the argument and evidence win the point on the day." These fine perceptions, which bring together in one comprehensive sweep both Hamlet and Ham, define not only their author's view of his own "life philosophy", but also the Prime Minister's view of hers.

It is to be expected, therefore, that the answer is to be found by drawing a straight line. Call it the Self-Be-True line. Label one end of it "self-confidence and commitment" and the other "raving megalomania." Economic colleagues and admirers of Sir Alan would place him at the latter end of this line. The Chancellor of the Exchequer, Mr Nigel Lawson, might move the Professor some considerable distance in the other direction. Permanently smitten Thatcherites will put Mrs Thatcher at the desirable end of the scale; the Prime Ministers of Australia and New Zealand, not to mention the heads of government of fourscore other Commonwealth states, may well demur.

When Mrs Thatcher first came to office her firm single-mindedness was of inestimable value in clearing up the awful mess left behind by the outgoing Labour Government. It was successful in the Falklands war, and it has served her well on many occasions since. It is still strongly admired in the corridors of the White House in Warsaw. I think she has overdone it recently, as when she made an agreement with the other 11 members of the European Community at Madrid and then poured cold water on the essence of it, or when she played the same game at the Commonwealth conference. This game will eventually create mistrust. No matter what her Foreign Secretary, Mr Geoffrey Howe, the world knows that she is against sanctions, and as many people are coming to realise, that she expects to avoid membership of the exchange rate mechanism of the European Monetary System while she is in office.

Overriding it is, however, a long

way from going off one's trolley. The Prime Minister's fixed philosophy has long been a subject of speculation in the political world; megalomania is the least of the epithets used by her more trenchant critics. My own view is that she is now so powerful, and so isolated, that it would be surprising if she were not edging slowly towards the wrong end of the line. If she went too far that would of course conclude her career; the remarkable fact about her is that to date she has not done so. Even so, her character is now in danger of being transformed from a political asset into an electoral liability. The Conservative Party is beginning to doubt the value of more privatisation, more Little England outbursts against the EC, or yet more strident hubbub in the public services. Its leader well understands the need for tactical politicking, but she is unable to turn away from the long march upon which she embarked in 1979. If she did so, she would be nothing. Her trajectory is set.

I am deliberately dodging the issue of where this trajectory is leading. The market will decide. If the economy is looking relatively good again in 1991, the chances are that Mrs Thatcher's third term will be followed by a fourth — unlikely as that may seem to some observers at the moment. If we have a painful recession next year, followed by the start of a long hard climb out of it the year after, then Thatcherism, which has lived by the market, may die by the market.

If that were all there is to it, there would be no point in taking the analysis further. In reality, the sense of well-being and economic optimism, which is the prime predictor of British general election results, will probably be neither decisively high nor

## It was curious to hear a debate on the economy in which the Tories were not winning the argument

decisively low in 1991-92. In such conditions other political factors come into play. Those factors, of which the Prime Minister's sense of historic mission is one, currently favour the Labour Party. We will come to others in a moment, but before Tories get too gloomy, or Labour supporters too euphoric, it is worth chalking the arithmetic back up on the blackboard.

As matters stand, Labour is about 10 percentage points ahead of the Conservatives in most opinion polls. This figure will probably rise as the effect of the current round of mortgage rate increases works its way through the political system. Rough projections of double-digit leads give the Labour Party what would be a miraculous victory and, consequently, a strong working majority of 50-plus seats in the House of Commons. Just a fortnight ago, however, a Press Association poll of the regions showed significant variations.

In Greater London, for example, Labour was projected to win 23 seats from the Tories and three from the former Alliance. The area has 84 constituencies. In the rest of the south-east, which has 108 constituencies, Labour was projected to win only five Conservative seats. Voter support for the Conservatives fell by 10 percentage points in Greater London, but rose by half a point in the rest of the south-east. Forecasts based on such regional analyses halve the national Labour majority; drop the national average Labour lead by three or four points and the party's overall majority melts away. Question: how much money are you prepared to put on Labour sustaining a 10-point lead right through until next polling day?

The uncertainty of the odds on that bet gives flavour to the present season's politics. It was a curious feeling, on Tuesday, to hear a debate on the economy in the House of Commons in which the Conservatives were no longer winning the argument. If a television audience had been able to see Labour's Mr John Smith take easy command over the House, Conservatives included, the damage to the Government would have been greater.



Such debates will be televised over the next two years; it is no longer axiomatic that the Tories have the best political face to show.

As Mr Smith pointed out in his longer hurr, the Government can no longer hide its own shortcomings behind rhetoric about Labour's failings. It is more than 10 years since Labour was in power; the Conservatives have to carry the can for the present state of the economy. The potential TV magic of Mr Smith goes further than that however. Economists and finance directors may reasonably deride his reliance on persuasion of the banks to ease up on lending; viewers in general may warm to this smiling man's sensible-sounding talk about reasonableness and duty. "I am astonished, once again, that the concept of common good and civic purpose is so lacking among Conservative members," said he.

His speech destroyed, in advance, the principal case put by the Chancellor of the Exchequer, Mr Nigel Lawson, that Labour had done worse in its time and that interest rates were already working. Mr Lawson was a lonely figure on his front bench; not so the acerbic Mr Gordon Brown, who wound up for Labour with a blind-geon. "This is the Chancellor who said that he would eliminate inflation. It looks just now that inflation will eliminate him. ... his day begins with a begging telephone call to the president of the Bundesbank and continues with telexes to the Bank of

# Never mind about the bear

By John Lloyd

THE ACTING President of Hungary declares on Monday that his country is a "bourgeois democracy." The Mayor of Budapest, speaking in the City of London's Mansion House on Tuesday, says that "Hungary once again looks towards the West." Mr Imre Pozsgay, the former communist, now an 18-day old socialist minister of state and a contender for the Hungarian presidency in next month's elections, is in the UK today to open the month-long Hungarian festival in the Barbican centre with declarations of the same sort. No country, not even Poland, has been so unambiguous in its desire to re-enter the Western fold.

Mr Wojciech Lamentowicz, a foreign policy adviser to the Polish Government, has proposed in advance of this week-end's Warsaw Pact summit that the terms of the pact be changed to make it clear that being in a sphere of security no longer means being within Soviet influence, and that never again can intervention be a possibility. He expects the Warsaw Pact to force a change in the Pact.

But — the strategists and advisors in the West object — this kind of thing must have limits. It is one thing to declare an end to the Brezhnev doctrine, under which the Soviet Union determined what was and what was not socialism. It is another entirely to push the limits to the point where future decisions entail leaving the Warsaw Pact and Comcon, and seeking a neutral status.

The Hungarian parties — including the liberal Free Democrats — had to a greater or lesser degree accepted this reasoning, without necessarily liking it. But the speed of political movement in Hungary, a speed dictated by public opinion and the politicians' awareness of it, now puts that careful accommodation in doubt.

First, Soviet insouciance about the developments in Hungary has probably depended on the assumption that Mr Pozsgay would become President. Mr Pozsgay often now sounds like an anti-communist and we can expect that strain to become more pronounced as his election campaign gets under way; all the same, he is "known to Moscow" and that is seen to be important. But he is no longer a shoo-in. The Hungarian Democratic Forum, probably the most popular political force, has a candidate in Mr Lajos Fur. The Free Democrats may succeed in getting a referendum on whether or not the Presidency should be held by national plebiscite next month, or instead wait until the parliamentary elections early next year, and be chosen by the new parliament.

Second, as Hungarian officials realise that they are no longer under the guidance of the "leading (Communist) Party," they are becoming much more adventurous in speculating about their country's future. They have so far seen no Soviet bottom line. On the contrary, Mr Pozsgay and others claim that they have received only encouragement or at least acquiescence. So, the officials now say to the West, it is you who are inhibited about our movements; you who cling to an outmoded idea of what the Soviets will bear; you who encourage us to seek pluralism and the market, but who balk at the responsibilities you have to bear once we take your words at face value.

Public opinion will surely have a role here. Just as the crowd who heard the acting President declare a bourgeois republic roared approval of his declaration that Hungary should have good relations with the US, they boomed his carefully balanced nod to the Soviet Union. Politicians facing elections next year will remember that scene, and tailor their rhetoric to it.

The lesson from the recent past is that both the reformers within the east European camps, and the policy makers watching them from the West, have had constantly to revise upwards the level at which "stability" is pitched. For the moment, it is the Hungarian people who will decide: which is why Hungarian politicians, when asked if they really are thinking of neutrality, now tend to reply, half anxiously and half defiantly — "why not?"

# LETTERS

## Fracas in the media over Sir Alan Walters

From Mr Esra Benathan.  
Sir, Sir Alan Walters's comments on the European Monetary System, the occasion of much commotion in recent days, were first printed in your UK edition on October 18 ("PM's economist adds his guarded support"). They were taken from the later pages of a lengthy autobiographical essay, written for a series that *The American Economist*, journal of the economic fraternity at Pace University, New York, was proposing to publish.

Publication of Alan Walters's piece had to be deferred for various editorial reasons. I first saw the complete typescript some 18 months ago, and I remembered it when Mr Simon Holberton, the author of the FT article, approached me several months ago for a friend's assessment of Alan Walters's person, career and work. In preparation for one of a series of articles on economists (as I understood the purpose).

It was at my suggestion that a copy (when finally unclassified) was mailed to Mr Holberton as background material to his researches. In two of my three telephone conversations with your colleague I mentioned, because it seemed to me relevant, that Alan Walters's essay had been produced some time ago.

There is, moreover, internal evidence in the piece itself for the approximate *terminus ad quem* of composition. Mr Holberton's article failed to make it clear that he was quoting Alan Walters's voice from a reasonably remote past remote in terms of economic developments, policy debate and the claims of the author himself. Perhaps you and your colleague, did not then think it mattered: everyone is entitled

to episodes of innocence. In the following days, however, when the quotation was widely understood, cited and used as a recent statement — already printed or soon to be, and recently written or spoken in an interview — and thus evidence of Alan Walters's engaging in guerrilla warfare against the Chancellor, the omission must have struck you, in possession of the facts, as material and damaging to public affairs as well as to the man.

I should have thought it an elementary matter of journalistic and editorial responsibility to investigate the provenance of what you had printed if you did not already know it in full detail, and to put matters in their true perspective.

As it is, by your diligence and your utterances since then (most recently by your political writer in the FT on October 25) you have been fanning the flames.

Esra Benathan,  
108 Clarence Gate Gardens,  
London NW3

The *Financial Times* contacted Sir Alan Walters in connection with a profile it was researching. Sir Alan said he would send a copy of a biographical essay he had written for publication. The essay reached the FT after our profile of Sir Alan had been published. No restriction was placed on the FT's use of Sir Alan's essay. There was no suggestion that his views on policy matters had changed since he wrote the article. It was therefore handled in the normal way. The FT article of October 18 made it clear that the source for Sir Alan's remarks was a biographical essay to be published by *The American Economist*, not an interview. — The Editor.

## 'The single market could be a farce for textiles'

From Mr K. Neundörfer.  
Sir, Through the main emphasis of the study prepared for the Department of Trade and Industry by Professor Silberston on the Multi Fibre Arrangement (MFA) is the situation in the UK (Peter Montagnon's report, October 20, FT leader, October 26), it is also of great interest for the textile industry of other EC countries such as West Germany.

In complete agreement with our colleagues from the British textile and clothing industry, we feel confirmed by this study in our offensive stance. We are in favour of a gradual re-integration of world textile trade into the general GATT rules (though this implies, as Silberston stresses, a longer transitional period), albeit under the precondition that in parallel, the widespread distortions of competition in world textile trade such as dumping, subsidies, infringements of intellectual property rights, closure of potential markets, non-cost-of-kept. How the state's trading countries are abolished.

The economic and social effects of abolishing the MFA, as Silberston mentions, must be criticised: the more so because UK circumstances are not to be taken as typical for the EC in general, and because the Community can only practice a uniform trade policy. Often the textiles and clothing industries are located in "under-devel-

oped or backward" regions in the EC (not only in the new member states, with a high degree of female employment; occupational mobility for these employees is practically nonexistent).

It is surprising with what quantitative precision the advantages of total liberalisation for the consumer are "calculated" in the Silberston report. In particular this goes for passing on possible price reductions for imported goods from the retail level to the consumer. The lower the mark-ups are in retail trade — in West Germany, considerably lower than in the UK — the smaller the probability that price reductions will be, largely or even in most cases, to the consumer's advantage.

As regards the effects of the European single market, also dealt with, the suppression of the quotas of the single member states and of Article 114 of the EC treaty are a logical consequence of such single market. The lower the mark-ups are in retail trade — in West Germany, considerably lower than in the UK — the smaller the probability that price reductions will be, largely or even in most cases, to the consumer's advantage.

The link between the Multi Fibre Arrangement's (MFA) future and progress in achieving strengthened GATT (General Agreement on Tariffs and Trade) rules and disciplines during the Uruguay Round negotiations is acknowledged by all the participating countries, and is backed the report. It is accepted not only by the southern European governments to which your leader refers, but also by the Community as a whole, and forms part of the EC's recent submission to GATT.

The stress given to an international agreement on GATT safeguards as a precondition for ending the MFA is well-founded, and deserves more attention that it has received so far. The prohibitive barriers to trade imposed by many developing and newly industrialised countries, and the distortions these cause in world trade in textiles and clothing, are also far too important to be dismissed as readily as does your leader.

We find much to agree with in Professor Silberston's report. However, the statistical relationship that he suggests between price changes and loss of textile and clothing jobs as a result of ending the MFA seems to us highly implausible. If he is right (which is questionable) in his assessment of price changes, his estimate of 35,000 jobs that would be lost is an important understatement, given the serious additional pressures on UK manufacturers that would result. The impact of employment in UK inner city areas, the north, the north west, Yorkshire, the East Midlands, Scotland and Northern Ireland would be particularly acute.

The UK Government and the EC must press to the fore in the Uruguay Round negotiations for strengthening GATT rules and disciplines on dumping, subsidies, intellectual property and safeguards, and for the reduction of tariff and non-tariff barriers facing UK exporters. The future of the MFA is linked to real and demonstrable progress on these issues.

J.A. Nightingale,  
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7 Seaford Place, W1



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## MORGAN GRENFELL

## Brittan proposes aid repayment by Renault

By Lucy Kellaway in Brussels and Will Dawkins in Paris

SIR Leon Brittan, the European Competition Commissioner, yesterday proposed that Renault, the French state-owned car company, should repay in full FF12bn (\$1.9bn) of state aid that it was granted in 1988.

Such a demand, if endorsed by the full Commission, could prove intensely embarrassing for the French Government which is half way through its six-month presidency and looking forward to a successful summit in Strasbourg in December.

Sir Leon's decision, which may well lead to a head-on clash with the French Government, follows several attempts to reach a compromise with Paris which, it is alleged, has failed to abide by the terms agreed when the money was granted.

These terms specified that the company's statute, which does not allow it to go bankrupt, should be changed to put it on a competitive footing with other European car manufacturers. The conditions also laid down a restructuring plan under which the capacity of Renault's assembly plants would be cut by 25 per cent between 1984 and 1990.

His proposals, which are being circulated among his colleagues for comment, are likely to be put in full to the Commission in two to three weeks.

Opposition is expected from the French commissioners, but officials yesterday suggested that the proposal had a fair chance of being carried. The French Government, which would seem certain to appeal against the decision, has argued that the original agreement no longer applies because since it was signed both the French Industry Minister and French industrial policy have changed. Moreover, it has claimed that the strength of the European car market, which was not foreseen when the agreement was signed, has made the rationalisation plans invalid.

Sir Leon's move is his toughest since he took over the competition brief from Mr Peter Sutherland in January. Since then, Brussels' stance on state aid has been considerably tightened with existing as well as new state aids falling under the Commission's scrutiny.

The row over Renault comes on top of three separate disputes between France and Brussels on air transport policy. On Wednesday evening the Commission expressed doubts about a route sharing agreement between Air France and Air Inter.

Any decision to force tough terms out of Renault would be welcomed by both the British and West German governments which themselves have been forced by the Commission to make cuts in their planned state aid to Rover and Daimler Benz.

After a meeting last week with Mr Michel Rocard, French Industry Minister, Sir Leon was not convinced that enough progress was being made to meet the conditions and decided to opt for the most radical form of redress.

Sir Leon has been willing to do a deal with the French that would relate the size of any repayment to the amount of restructuring that has been achieved.

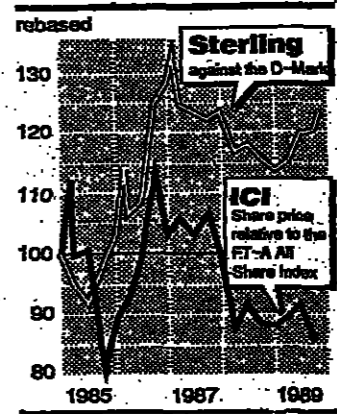
But the French side has not wished to negotiate.

The two sides dispute how much of the rationalisation plan has been taken place, with Brussels arguing that over the period Renault's capacity has actually increased. Some progress has been made on Renault's status as a company, with broad undertakings given by the French Government that should Renault get into trouble again, it would not necessarily be bailed out.

A decision against Renault's FF12bn debt write-off would be a serious setback for the Paris Government, already in the throes of a difficult internal debate over how to improve the weakening balance sheets of other state-owned companies.

It would also be a financial disaster for Renault, which refused to comment on the latest Commission developments yesterday. The group is banking on a profits recovery, with net earnings more than doubled to a record FF8.9bn last year, on the back of the general strength of demand in the European car industry.

## The navigator jumps ship



The market reaction to Mr Lawson's bombshell can only be one of dismay. What began as a mere sterling crisis has turned into one of government. For foreign investors particularly, the Lawson era has been one of relative stability in economic policy. Its abrupt termination can only increase concern about the future of the Thatcher Administration itself, just at the time when prospects on inflation and recession are at their most unclear.

If last night's first reactions on the foreign exchange markets are a guide, sterling is in for a very rough time. It is not even a matter of switching from a Lawson exchange rate policy to a Walters one. Both extremes have vanished: and given the Prime Minister's apparent view that sterling should be free to float but not to depreciate, there is no telling how official policy will now evolve. At a time when a huge trade deficit is being financed largely by hot money, the policy vacuum appears to leave the Government at the mercy of the speculators.

For the equity markets, the crisis could not have come at a worse time. In a pattern which is by now becoming familiar, London was yesterday hit by bad domestic news in the morning - ICI this time - and by yet another random slump on Wall Street in the afternoon. The threat of recession was in the market's mind already: further interest rate rises might turn that into a certainty and since last night the risk is greater especially if overseas investors fix on the possibility of a change of government. Even without that, they will scarcely warm to the sight of a financial minister of Mr Lawson's international standing being replaced by the obscure Mr Major.

It is hard to recall that these rates went to 15 per cent only three weeks ago. Since the September peak, the FT-SE has fallen by an average of 8 points a day. If this keeps up, we will be at 1500 by Christmas.

cultural businesses are not to be relied on, what happens when the industrial downturn finally arrives?

The one sector still doing its countercyclical stuff is pharmaceuticals, which provided some 40 per cent of profits in the slump of the early 1990s. But at that time, the heart drug Tenormin was growing explosively: it is hard to think what will fill that role now. And it does not appear that ICI's seedcorn businesses, such as electronic chemicals and advanced composites, are yet making a contribution.

It does not do to be too pessimistic. The market now expects about £1,550m pre-tax for this year and nearly as much next. If ICI escapes the downturn with nothing worse than three flat years in a row, the low rating of the past two years - the multiple is now 8 times - could prove to have been exaggerated. But it is worrying that the downturn seems to be emerging in a shape which was expected neither by the market nor by the company itself.

## Tin council creditors lose ruling on debt

By Raymond Hughes in London

BANK and broker creditors of the International Tin Council, which crashed into insolvency in 1985 owing hundreds of millions of pounds, have finally lost their legal battle to force the council's members to pay its debts.

Five English Law Lords yesterday (totally and unambiguously) rejected the creditors' arguments, ruling that the members - the UK, 22 other states and the European Community - had no liability under English law.

Although a second big tin case is wending its way towards the Law Lords, the expectation is that the ITC states and the creditors will now concentrate their efforts on bringing to fruition out-of-court settlement discussions that have been in train for many months.

The creditors are understood to be willing to accept £187.5m (\$300m). The states' latest offer is believed to be £12m short of that.

The ITC was established to maintain a balance between production and consumption and to prevent excessive price fluctuations.

There were few words of comfort for the creditors in the 48-page ruling handed down by the Law Lords.

Only one of them came near to echoing the criticisms of the ITC and its members, and the suggestions of moral, if not legal, responsibility made by judges in the High Court and Court of Appeal who had earlier rejected the creditors' claims.

Lord Griffiths said he dismissed the creditors' appeals with regret because in his view they "have suffered a grave injustice which Parliament never envisaged at the time legislation was first enacted to enable international organisations to operate under English law."

Lord Templeman said that acceptance of the creditors' arguments would involve a breach of the British constitution and would be an invasion by the judiciary of the functions of government and Parliament.

He said the case could not be decided by criticising or blaming the member states or by attributing to the metal exchanges the decline in tin prices that bankrupted the ITC, inflicted a loss of up to £500m on the states and caused poverty and unemployment to the producing states.

"The courts possess neither the evidence nor the authority to pronounce judgment on these matters," he said.

"International diplomacy and national policy will decide whether the debts of the ITC, an international organisation established by treaty, shall be discharged by the member states and, if so, in what manner the burden should be shared. English judges cannot meddle with unincorporated treaties."

ITC ruling dashes creditors' hopes, Page 40

## China says sanctions blocked \$10bn loans

By Colina MacDougall and Robin Pauley in Peking

WESTERN economic sanctions imposed against China after the June massacre of peaceful demonstrators in Peking have started to bite deeply into the country's trade and economy.

Mr Zheng Tuobing, Minister of Foreign Economic Relations and Trade, said yesterday that an estimated \$10bn of loans including \$200m from the British Government had been suspended and no negotiations for any sort were taking place for new official borrowing.

"June 4 also had a big impact on China's imports and exports. We hope this can be made up in the future. But we cannot make up the losses from sanctions on loans."

"We hope sanctions will be eliminated as soon as possible. But we have no idealistic ideas that this will be over very soon and we are preparing for a long period of sanctions," he said.

Mr Zheng said that it might seem on the surface as though sanctions had not affected China much. For example, China's imports from Britain including \$200m from the British Government had been suspended and no negotiations for any sort were taking place for new official borrowing.

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## Opposition parties in India reach poll accord

By David Housego in New Delhi

INDIA'S opposition parties yesterday boosted their electoral chances by reaching broad agreement on putting up a single candidate against the ruling Congress Party in most key constituencies.

The agreement came as rioting between Hindus and Muslims escalated in Bihar, in eastern India, bringing the death toll since the weekend to more than 50. Mr Rajiv Gandhi, the Prime Minister, flew to Bhaagalpur, a small town on the river Ganga, where some of the worst violence has been. His visit, decided at short notice, was postponed for several hours because of the seriousness of the situation.

In New Delhi, the Janata Dal, main constituent of the opposition, said that it was confident of reaching an agreement with the Hindu militant BJP party on fighting the Congress Party on a one-to-one basis in most constituencies.

The BJP also confirmed that it had reached an understanding on most seats in the key northern constituencies with the Janata Dal. All political observers agree that without an agreement on seat sharing the opposition had no chance of defeating the Congress Party.

In the largest state in the union, Uttar Pradesh, which has 85 seats, it thus seems likely that the Janata Dal will put up more than 60 candidates, while the BJP restricts itself to about 15. In nearby Madhya Pradesh, where the BJP is strong, it has already announced 30 candidates in a state where there are 40 seats.

The understanding between the opposition parties suggests that Mr Gandhi's tactic of a snap election to catch them off balance has not been the success he had hoped.

Before Mr Gandhi's arrival, troops marched through Bhaagalpur in a display of force to quell rioting.

## Pöhl says Bundesbank 'not hostile' to full European monetary union

By Lucy Kellaway in Brussels

MR Karl Otto Pöhl, President of the Bundesbank, yesterday sought to overturn the popular view of the German Central Bank as being hostile to the idea of full monetary union.

Mr Pöhl said that a common European currency, issued by a common European central bank would have practical advantages over the present system, which would be an "impressive manifestation of a European identity," and would be a factor in helping to stabilise the international monetary system.

However he added that neither were pre-requisites for monetary union, which had taken place already to a large extent.

Mr Pöhl, who was speaking to the Association of Cooperative Banks of the EC in Brussels, re-iterated the German preference for a much more gradual progress towards European monetary union than the speedy implementation being urged by Mr Jacques Delors.

He urged governments meeting in Strasbourg this December not to succumb to political pressures but to move slowly.

"We are dealing with a fundamental restructuring of Europe's economies. This has to be done cautiously," he said.

Although progress was being made in some areas, he said that "we are far away from having adequate institutional provisions for a common monetary policy."

Using the Bundesbank as his model, he repeated the German insistence that any European central bank would have to be independent and flexible. He cast doubt on whether "all European governments and parliaments are willing to transfer sovereign rights to a supranational institution and to grant autonomy to this body."

He took the opportunity to deliver a full tribute to the role of the D-Mark as the linchpin of the EMS and the spur to the adoption of anti-inflationary policies by other European countries.

"Surely, the Bundesbank can take credit for that to a certain extent," he said.

## Lawson resigns as UK Chancellor of Exchequer

Continued from Page 1

of their meetings yesterday to stay on.

Mrs Thatcher, however, also mentioned Sir Alan and after summing up Mr Lawson's achievements added pointedly: "It is a matter of particular regret that you should decide to leave before your task is complete."

As Chancellor since 1983, Mr Lawson was widely credited with winning the 1987 election for the Government through the success of his economic strategy. But Mrs Thatcher is known to have blamed his attempts to "shadow" the D-Mark last year for much of this year's sharp rise in the inflation rate.

In one private conversation she is reported to have said that his policy had "put back" the Government by two years. Despite her agreement at the Madrid European Community Summit that the Government was committed to full EMS membership, Mrs Thatcher has left the suspicion that she does not intend to join during her

## Sterling slides in New York

Continued from Page 1

through the Federal Reserve, the US central bank.

Analysts in London said Mr Lawson's departure from the Government had added a significant level of political risk to a troubled time for the UK economy. They said sterling would be the market's central focus today.

Last night, the Bank of England indicated that the fall in the pound was unwelcome and that the value of sterling would remain one of the indicators it monitors in assessing monetary conditions. The Bank worked through the night monitoring markets and it will be taking close interest in Continental and British markets today.

Analysts said that full British membership of the European Monetary System was now firmly off the agenda and that Mr Major, though respected, would have a difficult time in establishing the level of credibility that his predecessor possessed.

Sterling, which was trading at DM2.9655 and \$1.6125 just before Mr Lawson's resignation, was quoted in late trading in New York at DM2.8930 and \$1.5710.

## News stuns Parliament

Continued from Page 1

and it is entirely the Prime Minister's fault."

Industrialists were guarded about the impact Mr Lawson's resignation would have on business confidence.

Most were concerned it would add to the uncertainty facing industry in the wake of the rise in interest rates and last week's sharp falls in share prices.

However they also believe that it will not necessarily have a lasting impact on economic policy as long as the long-running disputes over membership of the EMS and interest rate policy were resolved.

One director of a major public company said Mr Lawson's resignation would add to the uncertainty facing industry in the short term, but would not matter in the long run as long as stability was restored quickly.

"What we want is stability in terms of exchange rates and an acceptable level of interest rates for the foreseeable future, so that uncertainty is banished from the picture," he said.



## Tomorrow's structural technology today

THE WORLD'S CAR manufacturers are showing close interest in a revolutionary metal-forming technique which has the potential to bring about a major change in their approach to production engineering. The technique, known as Vari-Form, was conceived within the TI Group and developed within Bundy International, one of the Group's core businesses. TI are so encouraged by its prospects that they have patented Vari-Form worldwide.

Lighter, stronger, cheaper

Welding together structural components from pressed metal sheet has been the virtually standard approach to car body construction for half a century.

The Vari-Form technique involves the initial manipulation of metal tube, a skill at which Bundy has long been a world leader, then pumping in fluid under high hydraulic pressure until the tube takes the shape of a surrounding mould. The ability to form complex one-piece components in this way is a dramatic change.

Vari-Forming offers many distinct benefits. Components are lighter than conventional pressings. Structural integrity is superior to welded configurations, so such components are actually stronger. Moreover holes can be punched in a component as desired during the Vari-Form process, resulting in higher geometric compatibility. And components are cheaper.

An American study indicated that by adopting Vari-Form, one typical car body frame could have been made from 75 structural members instead of 280, using 200 spot welds instead of 5,000, with substantial savings in cost. Future automotive assemblies will incorporate many Vari-Form components including the structural space frame.

The process can be applied to tubes of many different materials, of any length, in diameters up to 120mm and wall thicknesses up to 4mm. Further development work now centres on techniques such as "sleeving" a second tube over the first to provide local reinforcement.

Already in production for major manufacturers

Vari-Form has already been adopted as a production technique for critical components by major international automotive manufacturers in high volumes, for example for instrument panel beams. Rover is Europe's first car maker to use Vari-Form for an armature or support frame for the aerofoil on the Rover 800 Vitesse. The process is now being closely studied by other potential customers, not only in the motor industry but in other areas, including aerospace.

Bundy's approach is not to become a large-scale producer of Vari-Form parts, but to develop and license the process, supporting customers with the maximum of technical assistance.

Bundy's core activity is the design and manufacture of coupled tube and hose systems, in which it leads the world. It's biggest business and its activities are typical of the products and outlook of the TI Group as a whole.

Since TI was restructured in 1986-87, its driving strategy has been consistently to improve its position as an international engineering group concentrating on specialised engineering businesses, operating in selected niches on a global basis. It has proved a highly successful approach.

### WORLD WEATHER

City	Temp	Wind	Cloud	City	Temp	Wind	Cloud
Algeria	18	S	1-2	London	12	W	1-2
Alexandria	22	S	1-2	Madrid	15	W	1-2
Amman	15	N	1-2	Moscow	8	W	1-2
Baghdad	25	S	1-2	New Delhi	25	S	1-2
Bangkok	28	S	1-2	New York	10	W	1-2
Bombay	28	S	1-2	Osaka	15	S	1-2
Buenos Aires	18	S	1-2	Paris	12	W	1-2
Calcutta	28	S	1-2	Rome	15	W	1-2
Cardiff	12	W	1-2	Sao Paulo	22	S	1-2
Chennai	28	S	1-2	Seoul	10	S	1-2
Colombo	28	S	1-2	Stockholm	8	W	1-2
Dhaka	28	S	1-2	Taipei	18	S	1-2
Dublin	12	W	1-2	Tokyo	15	S	1-2
Geneva	12	W	1-2	Urumchi	10	S	1-2
Hong Kong	25	S	1-2	Vladivostok	10	S	1-2
Jakarta	28	S	1-2	Yokohama	15	S	1-2
Jeddah	25	S	1-2	Zurich	12	W	1-2
Kuala Lumpur	28	S	1-2				
Lahore	18	N	1-2				
London	12	W	1-2				
Los Angeles	18	W	1-2				
Manila	28	S	1-2				
Mumbai	28	S	1-2				
New Delhi	25	S	1-2				
New York	10	W	1-2				
Osaka	15	S	1-2				
Paris	12	W	1-2				
Rome	15	W	1-2				
Sao Paulo	22	S	1-2				
Seoul	10	S	1-2				
Stockholm	8	W	1-2				
Taipei	18	S	1-2				
Tokyo	15	S	1-2				
Urumchi	10	S	1-2				
Vladivostok	10	S	1-2				
Yokohama	15	S	1-2				
Zurich	12	W	1-2				

**JOBS**

# Why ambitious engineers seek different work

By Michael Dixon

GO into any British business school and, despite the wide variety of people studying there, you are virtually certain to find a particular character.

It is the qualified engineer who, after several years experience in that field, is taking a master's degree in business administration to use as a passport into some other type of work - more often than not, finance. The table alongside suggests why.

It is compiled from the Remuneration Economics consultancy's latest surveys of pay and perks in three specialist fields: financial management, personnel, and engineering. It differs from the pay tables usually printed in the Jobs column.

Whereas they tend to focus only on senior ranks, today's covers seven rungs of the managerial ladder leading to the boardroom.

Rank	Specialism	Lower quartile		Median		Upper quartile		Average		% who were as % of recipients' average earnings	% with company car	% with free petrol	% with 5-plus weeks holiday
		Basic salary	Total money reward	Basic salary	Total money reward	Basic salary	Total money reward	Basic salary	Total money reward				
Director	Finance	37,200	38,918	45,582	50,140	62,000	67,000	53,179	58,383	54.8	91	54	48
	Personnel	34,000	34,510	38,500	43,500	49,000	54,800	42,484	46,510	61.9	12.9	94	41
	Engineering	30,004	32,216	34,389	36,893	41,242	45,321	37,028	38,233	43.4	11.8	89	25
Head of function	Finance	27,000	28,382	33,000	34,800	40,000	43,000	35,053	36,898	48.7	81	57	35
	Personnel	24,300	25,000	28,750	31,917	36,000	37,850	30,674	32,642	55.9	8.5	85	28
	Engineering	22,815	23,422	26,888	27,648	33,005	35,457	28,347	29,388	44.8	7.5	74	28
Head of dept.	Finance	24,058	25,000	28,879	29,903	34,000	35,445	29,619	30,988	48.2	8.3	82	25
	Personnel	22,250	23,285	26,500	27,827	30,800	32,888	27,027	28,292	55.8	7.5	78	27
	Engineering	21,049	21,411	24,309	24,518	27,658	29,148	24,890	25,653	38.1	7.2	50	11
Section manager	Finance	22,000	22,192	26,000	26,200	30,500	32,000	28,046	27,871	50.2	8.9	70	18
	Personnel	19,750	20,000	22,195	23,368	26,400	27,957	23,123	23,825	48.4	8.7	61	10
	Engineering	18,469	18,872	21,840	21,989	24,440	24,745	22,773	23,128	34.8	4.3	21	4
Section leader	Finance	18,809	19,215	22,500	23,348	26,000	26,985	22,557	23,405	51.5	6.5	45	6
	Personnel	17,594	18,000	19,750	20,879	22,828	23,585	20,098	20,764	42.0	7.0	38	10
	Engineering	17,312	17,498	19,043	19,094	21,059	21,375	19,737	19,977	27.1	4.4	13	3
Senior staff	Finance	16,918	17,000	19,436	19,743	22,872	23,457	19,898	20,454	40.1	6.1	19	3
	Personnel	14,748	15,000	16,789	17,364	19,930	19,954	16,858	17,514	49.8	7.4	17	3
	Engineering	15,046	15,149	16,791	16,823	19,248	19,794	17,625	17,893	27.3	4.8	11	3
Staff	Finance	12,021	12,310	14,959	15,192	17,160	17,709	15,173	15,820	38.1	5.3	7	1
	Personnel	12,031	12,310	13,979	14,288	15,810	16,484	13,984	14,389	38.2	6.8	13	1
	Engineering	12,558	12,878	14,031	14,283	16,449	17,274	14,939	15,219	35.2	5.5	9	2

upon-Thames, Surrey KT1 2SH; tel 01-549 8726. The financial management and personnel studies are both dated as at September 1. The engineering survey is dated as at July 1, and on Mr Stevens's advice I have increased the pay figures in it by 1.8 per cent to bring them into line with those from the later studies.

For each type of work at each level, the table starts by

giving first basic salaries then total money rewards including bonuses and suchlike. The lower quartile figures refer to the person a quarter way up from the bottom of a ranking of all the people of the same seniority in the same specialism, the medians to the person midway in the ranking, and the upper quartiles to the one a quarter way down from the top. Next come the averages

calculated on standard lines. Thereafter we have the percentage of those in each category who received a bonus and how much of their total money pay the bonus represented. Then come the percentages with a company car, free fuel for private motoring, and five or more weeks holiday a year.

As may be seen, except on the two lowest rungs of the ladder, the engineers are

pretty consistently worse off than their counterparts in personnel not only for salary and bonus payments, but also for cars, free fuel and holidays. The personnel specialists are in turn worse off in most respects than their equivalents in finance.

Admittedly some of the engineers' disadvantage can be explained by geography. A greater proportion of them than of the other two types

## Corporate Finance

### Executives/Managers

As a result of increased business activity in the Corporate Finance department of this UK Merchant Bank they seek to recruit several individuals at executive and manager level.

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To discuss this opportunity in greater detail call Penny Bramah on 01-831 2000 or write to her at Michael Page City, 39-41 Parker Street, London WC2B 5LP.



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#### Global Custody Sales and Marketing

The global custody business is one of the fastest growing products in international banking; the provision of custody, securities handling, administration and management information services for every type of institutional investor. It is a product continually evolving and broadening its global base. These two sales positions demand highly developed selling skills combined with a sound commercial sense in negotiating long term contracts. Contact will be at the highest level with fund managers, banks and other institutions that form the client base.

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This group is responsible for day-to-day client management within a high pressure, high-volume environment. The range of problems encountered makes demands on analytical, technical and credit skills, but also demands the ability to forge very strong relationships with clients. Relationship Managers gain exposure to virtually every securities market in the world, and their efforts directly affect income in this highly profit-conscious environment.

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The bank has positioned itself for major growth in this product which provides securities support services for fixed income products, equities and derivatives. The drive towards a completely "packaged" product covering all issuing, depository, paying and administration services as well as automation will give the bank a clear marketing advantage. These positions will involve marketing not only to major investment banks but also the world's most prestigious corporate and sovereign borrowers.

#### Institutional Marketing

International money transfer and multi-currency clearing are high volume, technologically sophisticated businesses where Chase is a pre-eminent player. The bank not only leads the market in \$ based services, but is a major force in other key currencies. Sales professionals are required to market these services both to major multinational corporations and banks, based in Belgium, The Netherlands, Luxembourg and Eire.

**Candidate Requirements:** These positions range from junior to senior management levels (up to Vice President) and likely age ranges are from early 20's to mid 30's. It is likely that candidates will have been working in banking or in some aspect of the securities industry or possibly a clearing, payments or telecommunications environment, ideally in a sales or account management role. Experienced Account Officers from a major international bank should have an appropriate range of skills, although it would be useful if they had dealt with financial institutions. Similarly a Bond or Securities Sales background would prove a useful "stepping stone" into these positions. A second European language will be an advantage. Direct experience within these product areas is useful though not essential; above all however, a strong "sales-driven" personality will be a prerequisite for success.

These positions represent a unique opportunity for ambitious young bankers or salespersons to work in product areas with a clear growth pattern in the future; products which are highly profitable; and within a bank that is committed to retain its pre-eminent position in these fields.

Interested candidates should contact Kevin Byrne on 01-248 3653 (evenings/weekends: 076 382728) or write, sending a detailed CV to the address below or use our confidential fax line on 01-248 2814. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ



Tel: 01-248 3653

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Fuji International Finance Limited is the wholly-owned securities and investment banking subsidiary of The Fuji Bank Limited, one of the largest banks in the world. As part of a new stage in our expansion, the following two key positions have been created:-

#### Strategist / Economist Portfolio Management

The successful candidate will have responsibility for providing international market and economic research and analysis, and for preparation of short and long term forecasts for the use of our team within the Portfolio Management Division.

Experience in economic research and foreign exchange is essential, as is an understanding of modern portfolio theory and quantitative methods.

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Please write with full career details, including current remuneration, to: Kevin Cripps, Associate Director, Personnel, Fuji International Finance Limited, River Plate House, 7-11 Finsbury Circus, London EC2M 7NT

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Our Client is a major force in international banking with a substantial presence in the London trading markets.

The recent incorporation of a new money market team within its London Treasury calls for the acquisition of a senior sales person to assist in the development of its corporate sales activity.

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The future development of our activities in Italy necessitates the requirement for and the recruitment of a Treasurer located in our Milan Office.

The likely candidate will need to have established a profitable track record over a number of years in both the Foreign Exchange and Money Markets which will have been acquired within an active dealing environment; fluency in Italian will be an essential requirement.

The level of salary will not be an inhibiting factor for the right candidate together with the traditional benefits associated with a Bank of our standing and the successful applicant will become part of our global treasury team.

In the first instance please write with full career details to:

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Tel: 01-626 0588 Ext. 2400.



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Our client is the expanding London branch of one of the major European banks. Increasingly prominent in merchant banking activities worldwide, the bank is now acknowledged as one of the top LBO/MBO houses in its sector. Because of continued growth in this area there is a need to recruit an additional person at Assistant Manager level. The role involves analysing and structuring senior/ mezzanine debt for LBOs in support of the marketing effort. A young international banker, you should have excellent P/C skills including cashflow sensitivity analysis and some exposure to LBOs/MBOs. A graduate with US bank credit training will be preferred. This opportunity represents the chance to join a fast-moving bank in one of the most important and exciting areas of banking at present.  
Contact: Loretta Quigley.

Interested candidates should telephone 01-489 9494 (fax 01-236 6178) or write sending a detailed CV to 12 Grosvenor Court, Bow Lane, London EC4M 8EL.

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At a time when many banks are sacrificing relationships for the sake of a profitable transaction (or vice versa), this large international bank is charting a course midway between the two. It uses existing relationships to get itself to the forefront of the newer transactional business, and uses transactions to establish new relationships. To continue this trend an experienced marketing officer is sought, from either background. The marketing department is not top-heavy with management, and therefore we have been briefed to select bankers who are keen to maintain a marketing profile, who wish to be rewarded for performance, and who see long-termism as an advantage rather than a restraint.  
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To discuss this vacancy in confidence please telephone 01-628 0969 or write to Campbell-Johnston Recruitment Advertising, quoting reference number FT22795/FT, with a covering letter listing any employers to whom you would not like your details forwarded.

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We are currently working on assignments for a number of international investment banks. Applications are invited from candidates with specialist sector knowledge, and a minimum 5 years experience, coupled with the ability to conduct business with senior institutional equity fund managers. Good relationships and contacts are essential qualifications for these senior positions, a second European language would be a distinct advantage.  
Contact: David Puddick

**CAPITAL MARKET SALES**  
£25,000-£40,000

Our Clients, all major participants in the Capital Markets Area, require Salespeople covering Europe, in particular France, Spain or Italy. Preferably educated to degree level, you should already have an established client base, and a minimum of 2-3 years experience in this area. An in-depth knowledge of the major Euro and Domestic Bond and Derivative Products markets, together with fluency in the relevant European languages are prerequisites for these positions.  
Contact: Wendy Fern

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An international Bank, currently trading in Japanese Equity Warrants, are looking to expand their existing team. A trader is required with at least 2 years experience in equity warrants or other equity related fixed income instruments. The company also wishes to recruit a Salesperson with specialist knowledge of the warrant market, together with experience in more general Capital Markets products. Preference will be given to candidates in their mid-to-late twenties, with a good educational background.  
Contact: Wendy Fern

Please do not hesitate to contact us for further information regarding the above and other opportunities currently available within the financial markets.

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- providing investment advice to private clients
- advising the group on fixed interest and Continental European equity markets.

**Attractive Package**

The requirements are:

- good general private banking experience
- at least five years' investment management experience
- good knowledge of fixed interest securities and Continental European equity markets
- Swiss national or current C or B work permit
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An attractive salary and benefits package will be offered to reflect the candidate's skills and experience.

Interested candidates should contact:  
Charles Ritchie at Michael Page City,  
39-41 Parker Street,  
London WC2B 5LL.

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**ACCOUNTANCY COLUMN**

**Delegates find opportunities in EC disunity**

By David Waller

THE Fédération des Experts Comptables Européens (FEE) - an organisation representing Europe's professional accounting bodies - held its first annual conference in Brussels last week. It was quite a jamboree, with three days of discussions in unimpeachable languages complemented by a golf tournament, a banquet and a concert in a medieval church.

Those accountants who attended the pow-wow must have come away feeling both cheerful and confused. Confused, because the proceedings were frequently incomprehensible to anyone without fluent command of a host of European languages and an ability to second-guess interpreters with negligible knowledge of accounting terms. Cheerful, because business prospects look bright in the run-up to 1992 and beyond.

One of the talks was entitled: "1992, the professionals and the internal market, myth or reality?" What the gathering did bring home was just how far the profession has to go before it is truly unified in Europe. At the moment, unification is neither myth nor reality, but an ideal, and a distant one at that.

The business opportunity that provoked the cheeriness arises from the distance between reality and ideal. The greater the differences between countries and the more irreconcilable their financial or business regimes, the more help clients will require as they attempt to act as if there were indeed a single market in Europe.

The conference showed that the differences between accountants from countries within the EC encompass

everything from dress code to philosophy, or from the trivial to the possibly insurmountable.

For example, it was noticeable from a look around the hall that accountants from Belgium or the Netherlands wore sports jackets, for which offence they would probably be expelled from the Anglo-Saxon profession.

Sartorial conservatism is one thing, relaxed professional standards another. FEE's discussion groups - on subjects as various as management

**Those with relaxed dress codes worked in the most rigid accounting regimes**

accounting and accounting for off-balance-sheet finance - brought together accountants steeped in a tick-and-bash culture with those willing to be flexible in the pursuit of new business to the point of laxity. It seemed that those with the most relaxed dress code worked within the most rigid accounting regimes.

Other differences emerged: a different role for the profession from country to country, a different structure for the profession, vastly different training requirements and status. Different rules on marketing also emerged, as did differences on accounting standards, on the sort of work that accountants can get up to, and on the legal structure of the firm or company in which an accountant can practise. Also different expectations of what 1992 has to offer.

It is intended that some of these differences will be ironed out via EC directives. The Fourth and Seventh Company Law Directives have had and will have their limited effect on company accounts. The Eighth will address the question of who is entitled to carry out a statutory audit. An unnumbered directive, adopted by the Council of Ministers in December 1988, is designed to bring about the recognition of one country's professional qualification throughout the community as a whole.

Nevertheless, as this column reflected last week, a directive is not necessarily the best mechanism for getting anything done in Europe. Much more important is commitment to change, preferably hurried along by a strong dose of market forces. Just as the increasing internationalisation of business is driving continental European companies to greater openness in financial reporting, business pressure - the pressure of clients' requirements - may drive Europe's accounting profession to a degree of unity.

Scrutiny of the delegates' list showed that accountants from the Big Six/Eight chose to boycott the conference in droves. For example, of the nearly 40 British delegates, only two came from the big firms. Such under-enthusiasm is in marked contrast to their talk about Europe being the strategic battleground of the future, and their action in scrambling to form new alliances with local firms.

Their absence at the first FEE conference reflects the widening gulf - so well illustrated in the UK -

between accountancy as a profession and accountancy as a business. Ironically, the real pressure for harmonisation of the profession in the EC may not come from the professional bodies but from those who stayed away from last week's jamboree.

IF ONE OF the factors behind the recent wave of mega-mergers and would-be mergers between the big firms was a sensible desire to consolidate in Europe, that has gone unappreciated by their clients. The message emerged very clearly this week in a survey published by Buckmans, a public relations company.

It showed that a large majority of 427 chief executives and finance directors, running a range of small, medium-sized and fully quoted companies, is deeply sceptical about merger mania. The only faintly encouraging statistic was that half the respondents thought that the range of technical services offered to them would increase.

By contrast, 62 per cent envisage a significant reduction in the level of personal contact with their accountant; 57 per cent are worried about a loss of flexibility in the service provided; 80.5 per cent expect fees to rise. Over half (54 per cent) envisage a lower level of commercial acumen on the part of the staff at a mega-merged firm.

It is important to note that only seven of the companies surveyed retained either KPMG or Ernst & Young, and there was no way of telling how many out of the 144 with the

next six firms were with Coopers, Deloitte, Haskins & Sells or Touche Ross, all of which are indulging in courtroom squabbles over the Deloitte name this week.

Some 57 per cent of the respondents retain medium-sized firms, although 68.4 per cent said they would like to use a medium-size firm.

All that suggests that 1989-90 might represent a one-off opportunity for firms to poach a large number of disaffected clients from their rivals. Most interesting of all will be to see the extent of any realignment of clients in the wake of the Coopers/Deloitte link-up.

A FOOTNOTE. Accountancy firms are usually keen to trumpet the work they do in glamorous areas such as corporate finance.

However, one of this summer's best kept secrets was Arthur Andersen's role as principal financial adviser to Mr Tom Duxbury and his management team over the £229m buy-out of Magnet. The firm's job was to advise the management team on how much to pay, and how to structure the deal to its best advantage.

One wondered why Andersen was being so uncharacteristically modest. Now we know: on Tuesday, Magnet announced that it would be unable to meet its ambitious growth plans and it now required a financial restructuring. Given the disquiet in the City at the time the buy-out was negotiated, it was hard enough to be associated with the deal then. Even more so now.

**ACCOUNTANCY APPOINTMENTS**

**Group Financial Controller**

Central London

Recent and projected substantial growth within our client's organisation have created the need for a Group Financial Controller. The company has interests in the industrial and property markets and the planned growth, in the main by acquisition, should provide exceptional career prospects.

Reporting to the Board, the Group Financial Controller will be responsible for the total financial function of the Group, including supervision of the divisional functions, consolidations and presentations to the main Board and representing the business to financial institutions.

To be considered for this position, you will be a

Resident in the UK

Accountant

with a minimum of 10 years' experience

c. £32,500 + car

qualified accountant probably aged 27 to 32 with several years' experience with a major professional firm and may have had line or group responsibility within a sizeable commercial operation.

Key requirements are the ability to appraise information on a commercial basis, to operate as part of the local management teams and to be effective in a "hands-on" environment.

Please send career and personal details quoting reference F/040/A to Carrie Andrews, adviser to our client at Ernst & Young Search and Selection, Becket House, 1 Lambeth Palace Road, London SE1 7EU.

**Ernst & Young**

**Commercial Director  
Personal Financial Services Group**

London

c£45,000 + substantial bonus + car

Our client is a major division of a well-known, diversified, international plc. The division is itself a group of several companies active in the Personal Financial Services sector and is growing rapidly by acquisitions and joint ventures as well as by organic development.

The Commercial Director will be one of a small central team reporting to the Chief Executive of the Personal Financial Services Group and will predominantly be responsible for high level project-based work to evaluate and implement acquisitions and other business development opportunities. The role will also include the regular production and interpretation of management information plus some systems enhancement.

Candidates are likely to be graduate qualified accountants or MBAs aged around 30 with in-depth

experience of financial modelling in a highly commercial environment. Strong analytical and critical thinking abilities allied to first rate communication skills will be essential personal qualities.

The position offers a competitive, performance-linked remuneration package as well as excellent potential for future promotion to a general management role. Interested applicants should write enclosing CV, and daytime telephone number, quoting Ref 372, to Nigel Bates, FCA, Whitehead Rice Ltd., 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

**Whitehead Rice**

MANAGEMENT SELECTION

**European Management Audit  
Midlands**

Up to £30,000 + Car

A world leader, our client is a £4 billion turnover company engaged in the design, manufacture and supply of capital plant and systems.

Operations in the UK alone employ some 25,000 people and the newly formed UK Headquarters needs to appoint an Audit Manager to establish a Management Audit function as part of the Group Finance team.

Reporting to the Financial Director, this key position will involve both audit compliance work and significant involvement in problem-solving and investigative exercises, in addition to the management and development of a small, high-calibre team.

This is a high profile role, with exposure at all levels within the company. Line management career prospects for the right individual are outstanding, both in the UK and in Europe.

Candidates, aged up to 32, should be graduate ACA's with a minimum of 2 years' PQE, gained either in practice or in industry.

Interested applicants should contact Alan Dickinson ACMA quoting ref: 6982, at Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST, or telephone on 021-643 6255.

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leamington Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

**TAXATION MANAGERS**

Financial Services

Bristol

Up to £30K + benefits

Our client is a leader in the financial services industry, marketing in the UK and overseas high quality products ranging from life assurance to sophisticated investment based contracts.

In this environment, effective tax planning is essential, and contributes to the Group's profitability. Working with the senior tax manager you will have responsibility for managing specific tax affairs and have close involvement in planning, and in developing improved systems.

You will need sound experience as a tax professional, and effective communication skills. If you have knowledge of the industry, so much the better, but a personal training programme is offered.

These appointments offer excellent professional development opportunities in a dynamic financial services sector, and a comprehensive benefits package which includes generous assistance with relocation. Send full CV quoting ref 186 to Barbara Wood.

**KPMG Peat Marwick McLintock**

Executive Selection and Search  
15 Pembroke Road, Clifton, Bristol BS8 3BG Tel. 0272-732291

**Assistant General Manager  
(Finance and Treasury)**

Scarborough

Scarborough  
BUILDING SOCIETY

to £30,000 + bonus,  
car and other benefits

Scarborough Building Society is a fast moving, dynamic building society which has become identified as making real progress - and offering stimulating jobs - through innovation, rapid response and ever improving standards of customer care and finance. Assets currently exceed £240 million, following a successful record of asset growth (32% in 88/89).

The Assistant General Manager (Finance and Treasury) will assume full responsibility for all financial aspects of the Society's affairs, including identifying financing opportunities for new products. Reporting to the Chief Executive, you will be a member of the Executive Management Team. This appointment will therefore put you at the heart of the Society's decision making whilst retaining "hands on" responsibility for day-to-day financial management, budgeting and reporting.

Applicants should be qualified accountants, with experience of

the financial services sector. Previous involvement in Treasury management is vital.

With a highly competitive salary and package which includes a low cost mortgage, non-contributory pension and car, this post offers the opportunity to enjoy a stimulating and rewarding career with real prospects of growth into a wider general management role.

Please reply in strict confidence with details of career and salary progression, age, education and qualifications to Caroline Dunk, Deloitte Haskins & Sells, Cloth Hall Court, Infirmary Street, Leeds LS1 2HT. Please quote reference 7186/FT on both envelope and letter.

**Deloitte  
Haskins + Sells**  
EXECUTIVE SELECTION

**APPOINTMENTS  
WANTED**

**FIRST RATE  
BUSINESS  
ACCOUNTANT**

North Bucks based, 34, ACMA/MBA seeks career opportunity as a General Manager/Commercial Accountant/Director. Background in services and retail leisure. Salary 30K + car.

Tel: 0296 73944/0636 679025

**PLANNING MANAGER**

Our Client is a substantial plc with interests in retail, financial services and property. Already dominating niche markets, development will continue through maximisation of profit in core businesses and acquisitions in target sectors.

An opportunity exists in the planning area at Group head office. Reviewing plans and forecasts for a core division and presenting a strategic overview to senior management (up to main board level), the role embraces the identification of operational profit opportunities. Controlling 2 members of staff, the job holder will develop and maintain relationships with senior management within operating companies. The role also includes an emphasis on the production and presentation of ad-hoc reports at the request of the Main Board.

Candidates will be young, qualified Accountants with planning/analysis experience gained within a fast-moving environment. Promotion prospects are excellent.

Please apply directly to Collette Harrison at Robert Half, Freeport, Water House, Bedford Street, 413 The Strand, London WC2R 0BR. Telephone: 01-836 3545, or evenings on 01-771 6457. Alternatively, fax your details on 01-836 4942.

Financial Recruitment Specialists  
London - Birmingham - Windsor - Manchester - Bristol - Leeds  
Brussels - USA - Canada

# Financial Planning Manager

c. £32,000 + Quality Car  
Northern Home Counties

This is a high technology consumer product company, part of a major multinational, with a UK turnover in excess of £150 million, strong profits and excellent future prospects. This success is based on sustained support for product research and development, investment in advanced production facilities, strong marketing and effective financial management.

The Financial Planning Manager is primarily concerned with production, sales, marketing, product development and basic research and has a wide role which extends to preparation of functional financial plans, budgets and forecasts; monitoring and reporting financial results and trends including recommending appropriate actions and assisting line management with the financial management of the company. The position reports to the Financial Controller and there is a small department to manage.

Applicants should be graduate accountants with a minimum of 5 years post qualification experience at a supervisory level in a major organisation operating computer based financial systems. The flair to communicate effectively with senior management and to relate to the whole business is a key job requirement. This vacancy has arisen due to the promotion of the current incumbent and prospects will extend to the European parent where British financial expertise is highly regarded.

Please apply in confidence quoting ref. L 427 to:

Brian H Mason  
Mason & Nurse Associates  
1 Lancaster Place, Strand  
London WC2E 7EB  
Tel: 01 240 7805

**Mason & Nurse**  
Selection & Search

## Appointments Advertising

For further information

call  
01-873 3000

Deirdre  
McCarthy  
ext 4177

Nicholas  
Baker  
ext 3351

Elizabeth  
Arthur  
ext 3694

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

# GROUP ACCOUNTANT RETAIL

West End

Our client, the leading specialist multiple retailer in its sector with a group turnover in excess of £650 million, is now underpinning its sustained success with a period of consolidation and reorganisation. The central accounts function will become increasingly prominent and will aid the Group in further increasing its already substantial and rapidly expanding market share through the provision of high quality management information.

A qualified accountant is therefore sought to join the Group accounting team at Head Office. The job is seen as a vital link in the flow of timely, quality information to main board level and will include: group/board level management information, quality

c.£28,000 plus f/e car

review of reporting, budgeting and forecasts.

A flexible approach will be expected of individuals since the Group's acquisitive and entrepreneurial style will result in a varied and challenging workload. The role therefore affords recently qualified accountants the opportunity to become acquainted with the whole range of management accounting issues.

The successful applicant would be a self-starter, able to act on his/her own initiative and capable of communicating with colleagues at all levels. Computer literacy is essential.

Please write in confidence, quoting reference R5061/2, to Hilary Douglas.



Peat Marwick McLintock

Executive Selection and Search  
70 Fleet Street, London EC4Y 1EU

# AUDIT CONTROLLER ASDA

Leeds to £40,000 + benefits + car

Asda Stores is in the process of integrating 61 superstores recently acquired from the Gateway Corporation. This will establish Asda as the leading superstore operator in the UK. With annual revenues now approaching £4 billion, Asda becomes the third largest UK food retailer. In response to these increasing demands, the company is implementing structural changes at the Leeds headquarters which have created the need for an Audit Controller who will take over responsibility for operational and financial audit, inventory control and security throughout the organisation.

Your main priority in this important and complex position will be to manage your team of over 100 staff in order to make a significant contribution towards business efficiency and profitability. You will be involved in the planning and implementation of major new initiatives throughout the company and will work closely with directors and other controllers. Reporting to a divisional director, your own work and that of your teams, will impact on virtually all aspects of the business.

To succeed in this fast-moving environment you will be a graduate in a financial discipline, qualified accountant or MBA, who is technically strong and highly communicative. Experience within a professional audit operation would be an advantage. However, the main essentials are a shrewd understanding of the importance of tight controls within a business and the personal drive and leadership skills to put them into practice. With success in this role behind you, you will be able to take advantage of the very attractive prospects which the group offers.

Please apply to Lawrence Barnett or Jackie Hardisty at our Leeds office. Ref. No. LD155.



Quebec House, Quebec Street  
Leeds LS1 2HA. Tel: 0532-446811  
Fax: 0532-446140

Also at: Birmingham, Liverpool, Manchester, Nottingham and Swindon

ASB RECRUITMENT LTD A Division of ASB Barnett Knowledge Plc

## EXCITING CAREER OPPORTUNITIES FOR INSOLVENCY MANAGERS

London and Provincial Offices

The Corporate Special Services department of Touche Ross has consistently demonstrated high sustained growth. A recent league table in Accountancy Age showed Touche Ross as having 40% growth in insolvency services in 1988/89, the highest of any big eight firm, with our nearest rival having only 29% growth.

Partners and staff have been active on high quality insolvency appointments such as Anglo American Agriculture Plc, British Air Ferries Plc, Bentleys of Piccadilly Plc, Homes Assured, Sound Diffusion Plc, Super Channel, Tradewind Airways, Tudor Crange Holdings group and many others.

The list of companies we have investigated and reported on to Banks and other city institutions is equally impressive. We cannot mention names of course but the work undertaken has been technically demanding, involving loans of between £2 million and £80 million.

To maintain this momentum of growth we now need to recruit first class managers and assistant managers. They will be qualified accountants with appropriate insolvency experience, probably gained with one of the big firms but most importantly they will be able to demonstrate self motivation and a will to succeed.

If you are in this category then this is your opportunity to develop your career in a well established and highly successful department with real prospects for partnership.

The remuneration package will be competitive and reflect the high calibre of the people we are seeking.

For further details on opportunities either in London or other offices, please telephone Bernadette Breen, Personnel Manager, on 01-405 8799. Alternatively, you may send her your curriculum vitae at the address below:

**Touche Ross**

55/57 High Holborn, London WC1V 6DX.  
Telephone: 01-405 8799.

# GROUP FINANCE DIRECTOR

London

To prepare a profitable market-leader for full listing.

c.£45k & Management Bonus & Car & Share options.

Our client, a highly successful private manufacturing group and a £30 million leader in its field, offers a commercially astute finance professional the rare and stimulating challenge of steering a profitable organisation to full listing status.

They seek to appoint a Group Finance Director - a new position - to report to and work closely with the Executive Chairman. The Finance Director will be called upon to develop and maintain relationships within the City, manage all corporate finance and capital structure requirements, acquisition evaluation and negotiations, tax, treasury and financial control and provide effective management information systems throughout the group. Your objective will also be to achieve a full listing for the group within the next two years.

The need is for a dynamic and resourceful individual who will bring further financial skills to a young and energetic management team. Qualified - probably Chartered - and aged in your mid-thirties, you will already have a successful track record and will have demonstrated your imagination, enthusiasm and the ability to drive ideas through to fruition in rapidly changing conditions. Well developed management and communication skills are essential.

Salary will be c.£45,000 plus comprehensive benefits including management bonus, executive share option scheme, fully expensed executive car, private health insurance and pension scheme.

To indicate your interest in this exciting business opportunity, in the first instance please send full career details to Steve Gardner, quoting reference 5286 at Stafford Long & Partners Recruitment Ltd., 17-19 Foley Street, London W1P 7LH, or telephone him on 01-436 7671.



## Jonathan Wren Executive

FINANCIAL CONTROLLER  
QUALIFIED ACCOUNTANT  
c£40,000 + Banking Benefits

An international bank is seeking a UK qualified accountant for its London Branch. Responsibilities will embrace M.I.S. statutory accounting plus financial/credit control participation. The successful applicant will be fully conversant with bank accounting and the ability to optimise/improve upon existing systems. This is an unusual opportunity to be a very important member of a small professional team.

Please contact Ron Bradley on 01-623 1266.

**Jonathan Wren**

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 01-623 1266 Fax: 01-626 5258

## FINANCIAL CONTROLLER SCOTLAND

£25,000 + Profit Share + Full Relocation

Our client, an autonomous subsidiary backed by the resources of one of the UK's leading service companies, has exciting plans for rapid and profitable growth. As a key member of the executive team you will provide an overview of all financial matters on site and their impact on profitability. You will also manage and develop the financial management information systems with responsibilities ranging from short term operational efficiency to long term planning. To succeed in this competitive environment candidates must be qualified, highly motivated with strong interpersonal skills and have the ability to motivate and manage people in this growing and demanding business.

Contact: Raymond Clingan, Manager  
Accountancy Executive Appointments  
81 St Vincent Street, Glasgow G2 5TF  
Tel: 041-582 2484

Evenings or Weekends 041-889 5150



## SENIOR AUDIT POSITIONS ON THE SOUTH COAST

Abbey Life is one of the UK's leading life assurance companies with a reputation for innovation in a rapidly changing industry. For our Bournemouth Head Office we now seek two graduate accountants who must be able to demonstrate high quality audit experience. Internal audit is a high profile function offering an excellent entry point for future career progression.

### AUDIT MANAGER

c£30,000 plus car and benefits

Promotion has created this outstanding chance to lead an experienced audit team. Responsibilities include the audit of systems under development and operational audits in a highly computerised environment, also with some European exposure.

### SENIOR INTERNAL AUDITOR

c£25,000 plus benefits

A vacancy also exists for a senior auditor to join one of the audit teams and we would consider applications from recently qualified accountants.

Salaries are negotiable for both these positions and benefits include mortgage subsidy, non-contributory pension, health cover, and a generous relocation package where applicable. These are outstanding opportunities for ambitious accountants keen to progress their career with a leading force in financial services. For more information send your detailed C.V. or telephone Alan Richards, Senior Personnel Officer, Abbey Life Assurance Company Limited, 80 Holdenhurst Road, Bournemouth BH8 8AL. Telephone: (0202) 407308.



**Abbey Life**

### APPOINTMENTS WANTED

### AVAILABLE MANAGEMENT ACCOUNTANT

Having recently completed a long term assignment with a blue chip company seeks new short/long term assignments. Rates negotiable.

Write Box A1281, Financial Times, One Southwark Bridge, LONDON, SE1 9HL



## Jonathan Wren Executive

### GLOBAL FINANCIAL MARKETS... to £40,000 + Banking Benefits

As financial conglomerates compete for supremacy in expanding global markets, as equities and bonds are traded instantaneously on screens and money flows around the world faster than ever before, it is essential that participants in these markets have effective financial controls in place.

On behalf of a number of leading international players, we are currently seeking professional accountants with proven expertise in accounting practice, tax and legal matters, capital adequacy and risk management.

These opportunities offer excellent remuneration packages, guaranteed career advancement and high profile roles within leading international investment banks.

Please contact Ann Winder on 01-623 1266.

## Jonathan Wren

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 01-623 1266 Fax: 01-626 5258

## DIRECTOR OF FINANCE

Key Role - Major change environment

c £50,000 + benefits

London

We seek an individual of rare quality to play a major part in the management team of a substantial service organisation.

The position includes responsibility for a department of some 130 staff, including those in subsidiary operations. The appointee will be heavily involved in implementing major change strategy, particularly in financial systems and reporting, and in information technology.

Applications are invited from qualified accountants, probably aged 35-45, with substantial experience of running a large finance function in industry or commerce or who can demonstrate significant achievements in a "Big 8" accounting firm and evidence of managerial ability.

You must be technically outstanding, capable of dealing with a wide range of issues and management at senior levels, and have a track record of setting and achieving strategic objectives.

In addition you will be resilient and determined with the energy and desire to succeed in effecting change within a large and complex structure. The remuneration package will be based on experience and ability and will not be a limiting factor.

Please forward a detailed resumé including remuneration and daytime telephone number quoting Reference No. 10/667, to Jonathan Williams at Morgan & Banks Search and Selection Plc, 114 St. Martin's Lane, London WC2N 4AZ. Alternatively contact him on 01-240 1040 to arrange an initial meeting.

**Morgan & Banks**

LONDON WASHINGTON SYDNEY AUCKLAND

## Assistant Director of Finance

### Planning & Analysis

c.£31,000 tax free  
Saudi Arabia

GAMA Services Company, the leading Saudi Arabian Hospital Management Organisation, is seeking to strengthen its consultancy team attached to the prestigious Riyadh Al-Khazj Military Hospital Programme. This major hospital project, comprising 2 main hospitals and a series of clinics, is funded directly by the Ministry of Defence and Aviation. The challenge of working in a stimulating, multinational environment and operating effectively within very tight and clearly defined budgets and procedures is indeed enormous.

Responsible to the Director of Finance for the preparation of annual budgets and forecasts, reports on hospital operating costs and variance analysis. The successful candidate should be professionally qualified with 7 years' experience, including financial planning.

The salary quoted includes bonus and is calculated at SR6-£1. The package, including married status, is clearly worth far in excess of the quoted salary.

For further information on these outstanding opportunities, please write enclosing full career details to: Karen Beardsell at GAMA International, 5th Floor, Woodchester House, 2 Selendon Way, Isle of Dogs, London E14 9GL. Tel: 01-537 3723 or Fiona Higgins, Suite 4-7, 41-43 Westmead Road, Newcastle-Upon-Tyne NE1 4KH. Tel: 091-261 2493.



Our client is one of the UK's leading wholesale cash and carry operations. The Company achieved sales in excess of £1 billion in 1988 and is looking to achieve further substantial growth. Plans to significantly increase the already impressive growth rate, together with an increased commitment to accounting resources, has led to the creation of two new senior positions within the finance function.

## Systems Accounting Manager

to £35,000+ car + benefits

In this highly visible developmental role you will report to the Financial Director. Your brief will encompass the co-ordination and implementation of a major branch accounting and systems review which will include the assessment of information systems; the development of procedures to monitor and maintain systems control; and assistance in the development of a sophisticated Management Information System. You will be a qualified accountant, in your early thirties, with strong systems skills. Experience in the wholesale/retail sector would be an advantage. You will possess excellent communication skills with a persuasive but diplomatic style. Ref. 1602.

## Project Accountant

to £30,000+ car + benefits

As Project Accountant you will report to the Financial Director and will be responsible for establishing the control of major capital development projects. Your brief will also encompass reviewing and reporting on key management statistics; assisting with the development, preparation and review of business plans; and identifying methods for improving the efficiency of principal operations, together with a variety of other ad hoc assignments. Travel throughout the UK is envisaged. This challenging role requires a recently qualified accountant of the highest calibre. You will possess considerable enthusiasm and energy and the ability to progress rapidly within the organisation. Ref. 1603.



Benefits include BUPA, an excellent pension scheme, a share participation scheme and relocation, if required. If you are interested in either of these positions, please reply in confidence, giving concise career and salary details, and a daytime telephone number, to Richard Holland at the address below. Please quote the relevant reference number. You can telephone for an informal discussion on 01-583 3303 or 01-677 3803 (evenings).  
BDO Binder Hamlyn Management Consultants 8 St. Bride Street, London EC4A 4DA

## Manager - Internal Audit

with emphasis as much on profitability as control

City

at least £30,000 + substantial  
Banking benefits

This highly successful, profitable Triple A rated European Bank has seen tremendous growth and diversification in recent years. The time is now right to set up an internal audit function which will concentrate effort on ensuring efficiency and profitability as well as the more orthodox audit work.

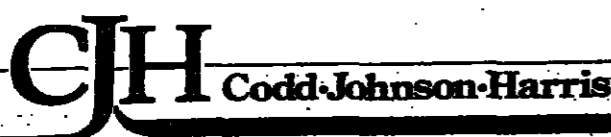
We are looking for a Manager to take a key role in establishing the department; professional skills are taken as read - of paramount importance are the personal qualities required to establish close and effective relationships with senior management.

Ideal candidates, probably late twenties/mid thirties, are likely to be Chartered Accountants with a demonstrably

successful track record in either a large professional firm or within the Banking industry. Tact and diplomacy feature high in our requirements but, crucially, candidates should have the initiative to take advantage of substantial autonomy.

This is undoubtedly a superb career opportunity and the salary package will be made flexible enough to attract the best.

Please send full career details quoting reference A2350 to Malcolm Lawson at Codd Johnson Harris, Human Resource Consultants, 12 New Burlington Street, London W1X 1FF or alternatively telephone 01-287 7007 during the working day or 0444-73216 in the evenings.



## FINANCIAL CONTROLLER - OPERATIONS

### International asset management

City to £35,000 + car, banking benefits and bonus

A challenging new role with scope for job and career growth in a sound and successful team.

Our client is a substantial fund management business active in fixed interest and equity markets and with a reputation for professional excellence. Using advanced information systems and a flexible approach to organisation to meet changing business needs the company plans for further growth. In reviewing its operations the new role of Financial Controller - Operations has been identified.

The primary responsibilities of the functions will be to establish and maintain a strong system of controls and reconciliations within the operations area to ensure the integrity of the group's financial data. A close working

relationship with the group's finance department is envisaged.

We are looking for professionally qualified candidates, probably ACA or ACCA, who have a clear understanding of UK and international settlements procedures and regulatory requirements. You must demonstrate competence in staff management as our client is very aware that its staff are its key asset. A practical enthusiastic approach to work and a willingness to adapt to changing business needs are essential.

If you want to take on this challenge, join a successful and ambitious team and share in their success, please write to me, Chris Bennett, quoting reference U3085 enclosing full career details.



Peat Marwick McLintock

Executive Selection and Search  
70 Fleet Street, London EC4Y 1EU

## PARTNERSHIP SECRETARY

London solicitors  
not less than £60,000

OUR CLIENT is a prestigious, expanding firm with a wide range of corporate and private clients.

As Partnership Secretary, reporting to the Managing Partner, you will have a challenging role - actively contributing to the growth of the practice by reviewing strategic options, planning and controlling all financial activities, and managing the complete administrative function.

The ability to provide significant input regarding the direction of the practice at partners' meetings is essential.

necessitating good communication and presentation skills. Further, the position demands a positive approach and strong man-management expertise in leading and directing the administrative and finance departments, comprising some 25 staff. Considerable autonomy will be afforded to the appointee.

Candidates should be qualified accountants, and experience of working at partnership level within a professional firm, would be a distinct advantage.

Please send career details, indicating current salary, to Fiona McMillan, Ref: 3817/FM/FL, PA Consulting Group, Hyde Park House, 60a Knightsbridge, London SW1X 7LE.



Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

BRITISH AIRWAYS

## Assistant Corporate Tax Manager

Heathrow

£Highly neg + excellent bens

An excellent opportunity has arisen for a corporate tax specialist to join the taxation function of this major international company. Working with the Corporate Tax Manager, the successful applicant will handle an interesting and varied range of work. This will include exposure to both UK and International Compliance and Planning matters, as well as specific one off projects. This role offers a young, ambitious qualified accountant with two years' corporate tax experience the chance to gain valuable commercial exposure.

Candidates should possess strong interpersonal skills and be able to act with initiative and enthusiasm with minimal supervision.

The company has an excellent reputation as an employer and offers an attractive benefits package which includes a performance bonus, profit share and holiday travel opportunities.

For further information regarding this exceptional opportunity, contact Graham King on 01-831 2000 (evenings/weekends on 01-556 6920) or write to him at Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH.

In the first instance, interested parties will receive a detailed job description and company information pack.



Michael Page Taxation

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Financial Controller

**£40,000 + Car + Bonus +  
Banking Benefits**

Our client is a fast-growing UK merchant and investment banking organisation providing a range of banking and often financial services to customers internationally with offices in London, Europe and North America.

Reporting to the Financial Director and leading a team of Managers, you will be responsible for the financial and management accounting of the company together with the facilities and operation functions. In addition, the job holder will contribute to the further development of highly sophisticated computer systems.

Candidates must be chartered accountants with good interpersonal and management skills preferably gained within the financial services sector.

Commitment and enthusiasm are essential with an ability to be an active member of the company's professional management team.

The attractive remuneration package includes a bonus and usual banking benefits and the position is based in the City.

Please telephone or write enclosing a full curriculum vitae quoting ref: 348 to:

Nigel Hopkins FCA,  
97 Jermyn Street,  
London SW1Y 6JE  
Tel: 01-839 4872

**Cartwright  
Hopkins**

FINANCIAL SELECTION AND SEARCH

## Success is being in the right place at the right time

### MAIDSTONE

If you are a dedicated professional and keen to take responsibility, the right opportunities exist in Coopers & Lybrand, one of the UK's leading firms of Accountants and Management Consultants.

The right place is Maidstone, our fastest-expanding regional office, where a team of 80 offers a complete range of services to the broadest range of clients. The right time is now, as the South East prepares to meet the challenges of 1992.

This unique combination of factors offers you a high-profile role, wide management involvement in a friendly office, and excellent career prospects.

**Business Services Manager** Ref BS  
Working with a Senior Manager and the Partners, you will be responsible for building

and servicing your own portfolio of clients, as well as contributing to the practice as a whole. Clients will rely on your advice concerning matters arising from audit and/or business related issues.

Your background would ideally be Public Practice/ACA in one of the 'big 8', or perhaps an oil-rigger from a medium-sized firm.

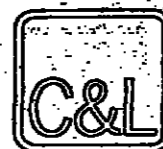
**Audit Manager** Ref A  
With your own portfolio and a role every bit as demanding as the one described above, you will need to be ACA qualified with a background in Audit.

Both positions require ambition, initiative and self-confidence, backed by at least 3 years' post-qualification experience, a good academic record, and proven management ability.

### COMPETITIVE SALARY + CAR + BENEFITS

In return you will receive the highly attractive salary and benefits package, including relocation assistance where appropriate, you would expect from an organisation that invests in and trains only the highest-calibre individuals.

Please apply with full CV, quoting the appropriate reference, to Hilary Openshaw at Coopers & Lybrand, Plumtree Court, London EC4A 4HT. Tel: 01-683 5000.



**Coopers  
& Lybrand**

## INTERNATIONAL AUDIT

• *A cut above the rest* •

### West London

The Gillette Company occupies a pre-eminent position in the consumer products market and, with a turnover in excess of \$3.5 billion, is a major international force in the sale of blades and razors, toiletries and writing instruments.

The Company's International Operational Review teams' primary objectives are to identify opportunities to improve profitability and to play a key role in the Company's continued success. An opportunity has arisen for an Internal Audit Manager, based at European HQ in West London, to take charge of such a team, whose geographical responsibility encompasses Europe, Africa and the Middle

### Highly attractive package

East. This will involve gaining exposure to a variety of operational audit work within both marketing and manufacturing environments throughout the region.

The role requires a qualified accountant with at least five years' relevant experience. In-depth familiarity with computer systems and a readiness to undertake frequent overseas assignments are essential. Above all, candidates must demonstrate a confident, assertive and independent personality, combined with first class interpersonal skills.

Please write in confidence enclosing full career details, quoting reference, G-4545 to Tim Knight.

**KPMG**

Peat Marwick McLintock

Executive Selection and Search  
70 Fleet Street, London EC4Y 1EU

## Two Finance Directors

Lincolnshire/Somerset

to £35,000+Bonus+Car

Our client is a successful, expanding UK plc with turnover approaching £700 million and substantial interests in trading and distribution. The Group attributes much of its success to the strength of its operational financial management which is clearly focussed towards total business involvement. Consequently the career development prospects within the Group are excellent.

Following recent acquisitions and reorganisations, Finance Directors are sought by two subsidiary companies within a major trading Division. With current turnovers of £10-20 million, these merchandising companies operate in distinct and separate markets. Working closely with the Managing Directors, each Finance Director will take overall responsibility for finance, systems and administration and be closely involved in the commercial dynamics of the respective businesses to ensure

their profitable expansion and development.

Candidates should be qualified accountants, aged 30-35 with a strong commercial orientation in addition to sound technical accounting and systems skills. An assertive nature and a willingness to take responsibility are pre-requisites, as are good communication and management skills.

Interested candidates should write enclosing a comprehensive C.V. with daytime telephone number, quoting Ref: 376 to Barry Ollier, BA, ACA, Whitehead Rice Ltd., 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

*Whitehead Rice*

MANAGEMENT SELECTION

### Excellent Opportunity for Nigerian National

## FINANCE DIRECTOR - DESIGNATE

Lagos

Excellent Remuneration Package

Our client is a major international group involved in the production of branded, fast moving consumer goods.

The Company now wishes to appoint a Finance Director Designate for their multi-site Nigerian operations, which have a turnover in excess of N.500 million. It is anticipated that after an initial training period in London, the individual will transfer to Lagos and assume full Finance Director status within a period of 18 months.

To be suitable for this role you will:

- Be aged 35-45
- Be a graduate, with an accounting qualification
- Possess a strong affinity to systems

- Have ideally worked within a manufacturing environment
- Have gained previous people management experience
- Possess strong inter-personal skills.

In return the company is prepared to offer an excellent remuneration package, which would include a highly competitive salary, free housing, company car and relocation assistance.

Individuals interested in this position should, in the first instance, write to Peter Flaminger, Director at FMS, 14 Cork Street, London W1X 1PF, enclosing a recent resumé and a note of their current salary.

**FMS**

Search and Selection Specialists  
for  
Financial Management

## International Equities

## FINANCIAL CONTROLLER

A subsidiary of one of the world's premier banking groups, our client is one of the City of London's leading financial institutions. Providing a full range of investment banking services, the company is highly regarded and is committed to further development.

In a high profile and key position, the Controller will be the focal point for all financial matters relating to the company's Equities Division. Working closely with and providing support to all areas of the business, he or she will review, analyse and present essential information. Part of a well regarded and professional team, the Controller will be expected to make a significant contribution to the development of the Division and its continuing success.

In their early 30s, applicants for this demanding role should be graduate accountants with impressive career records. Practical experience of equity products and their derivatives would be a distinct advantage but the company will consider clearly outstanding candidates from the accounting profession, management consultancy or commerce.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference EI/875/E.

**c£45,000 + significant benefits**

## Financial Controller

Greater Manchester

£26,000 + Car

Our client is a long established public company operating in diverse domestic markets. They are currently embarking on a major expansion programme and seek to recruit a Financial Controller for a newly acquired £4 million turnover manufacturing subsidiary. A recent factory extension and the utilisation of sophisticated CAD techniques demonstrates the company's commitment to future growth.

Reporting to the Managing Director, you will assume full responsibility for finance and administration, with emphasis on the further development of management information systems. Key areas will be to introduce strict financial control in production and stock, as well as in debt collection. As a member of the executive

team, you will be required to work closely with the MD, deputising for him in his absence, with direct involvement in the areas of business development and strategic planning.

Candidates, aged 27-32, will be qualified Accountants who can demonstrate a track record of achievement to date, gained in a manufacturing environment. Strong interpersonal skills and a hands-on approach will be necessary to make an important contribution to the future success of the company.

Interested applicants should forward their Curriculum Vitae, quoting ref: 4494, to Mark Hurley BSc, ACMA at Michael Page Finance, Executive Division, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## DIRECTOR OF FINANCE

salary circa £35,000

Sheffield City Polytechnic is the second largest Polytechnic in the UK with 2,300 staff, 10,000 students and a current annual expenditure level of £40m. Since April we have been operating as an independent Higher Education Corporation and continued growth is a key element of our strategic plan.

We are now seeking a Director of Finance to head up the Finance and Information Technology functions. Reporting to the Principal and as a member of a small, highly motivated executive team committed to driving forward the success of the Polytechnic, the person appointed will provide a strong strategic Financial and IT lead for the continued development of the Polytechnic. This will include accountability for financial systems development, enhancement of EMIS, critical review of financial performance, and capital expenditure appraisal and monitoring. Candidates should be qualified accountants with sound financial management, strategic planning and IT management experience.

Please apply in writing giving personal and career details with salary history or phone for an application form to Tom Webster, Head of Personnel, Sheffield City Polytechnic, Pond Street, Sheffield S1 2BB, tel. (0742) 720911, ext. 2374.



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City Polytechnic

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## Young Financial Controller International Career

**Berkshire**

**c.£28,000 + Car**

Our client is the European subsidiary of a major US multinational. The Group is a diversified producer and marketer of packaged foods, non-food consumer products, and packaging and industrial products. With turnover in excess of \$8 billion the Group holds number one or number two market positions in all six of its strategic growth areas.

Due to internal promotion they now seek to recruit a Financial Controller. As part of a small head office team you will be responsible for the total reporting function of this multi-site operation. Specifically you will be responsible for the provision of timely management information, budgeting, planning and forecasting.

The ideal candidate will be a graduate chartered accountant, aged 25-30 with two years' post qualification experience. Well developed communication skills, a strong personal presence and commercial awareness are essential qualities for this demanding role.

Interested applicants should write enclosing a comprehensive curriculum vitae to Gary Watson at Michael Page Finance, 1 Beccas Street, Eton, Berks SL4 6BW quoting ref. TV2207.

**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## Commercial Regional Controller

**Maidenhead**

**£26-29,000 + Car + Benefits**

As part of an international company employing 20,000 people and operating in over 70 countries, our client has established itself as the UK market leader in its dynamic high technology field.

Reporting to the Financial Controller and with the support of a department of 5, you will be responsible for the total commercial activity of the division's £25 million major accounts business. This wide ranging and commercially responsible role will require a powerful blend of technical and commercial skills resulting in the provision of a high quality, professional service to operating managers and household name clients.

In the age range of 28-35, you will be a qualified

accountant with exceptional commercial and interpersonal skills together with the desire to work in a high exposure, customer orientated environment. Wherever specific sector experience is not essential, exposure to a 'blue chip' environment would be an obvious advantage.

The salary range indicated above reflects the importance of the role and will not prove a limiting factor for exceptional candidates.

Applicants who believe they can match our client's demands should submit their curriculum vitae to Paul Boardman ACMA at Michael Page Finance, Windsor Bridge House, 1 Beccas Street, Eton, Berkshire SL4 6BW, quoting ref. 4104.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## GROUP FINANCIAL CONTROLLER (Director designate)

**Gloucestershire**

**c.£35,000 + car**

Our client is a highly profitable multi-site subsidiary Group of a dynamic and rapidly expanding UK Plc whose turnover exceeds £300m p.a. A policy of strategic acquisition coupled with significant capital investment in existing operations has resulted in an impressive growth rate for the subsidiary.

The appointment of a Financial Controller is now sought to assist the subsidiary Group Managing Director with the financial management of the business.

Candidates aged 30-40 years should be qualified accountants, preferably with a degree who can demonstrate sound industrial experience, ideally gained in a manufacturing environment. In addition to technical ability, well developed interpersonal skills and commercial acumen are pre-requisites.

The successful candidate will have a sharp focus on profit performance and will be responsible for introducing common accounting systems, and the production of monthly management information. The post requires a practical 'hands on' approach and a need to act on personal initiative. This is regarded as a key position within the senior management team and as such a significant contribution to the broader aspects of the business is expected. The prospect of an early board appointment exists for the right person. The remuneration package comprises a competitive basic salary, plus performance related bonus and a fully expensed company car. Relocation assistance is available where appropriate.

For further information please telephone Helen Conibear on 0222 462463 or send your CV to her at the address shown below.

## KPMG Peat Marwick McLintock

Executive Selection  
Marlborough House, Fitzalan Court, Fitzalan Road, Cardiff CF2 1FE

## MEIJBURG & CO. Tax Lawyers

MEIJBURG & CO., a long established and well-respected firm of tax advisors, a member firm of KPMG, is actively seeking a U.S. Tax Manager or Senior Manager.

Candidates should be qualified to practice before the I.R.S. and must have sound U.S. individual and preferably also corporate technical tax experience. Knowledge of one or more European tax systems would be an advantage.

Salary package is negotiable depending on experience, but will include a company car. Assistance with relocation will be provided if necessary. Letters of application and C.V.'s should be received by November 15, 1989 and should be addressed to:

Mrs. P.M.R. Robertson, Senior Manager, Meijburg & Co., P.O. Box 70123,  
1007 KC AMSTERDAM, The Netherlands.

## Commercial Director

**Central London**

**£45,000 + Car + Benefits**

Our client, a successful international creative services company, itself a subsidiary of a larger group, has a strong reputation for quality and innovation. Under new management, the company identifies significant development potential both in the UK and abroad. As a consequence, a Commercial Director is now sought to provide the commercial focus and financial management for all the company's operations during this time of major change.

Areas of responsibility will include finance, commercial operations, personnel and administration; in addition, you will effectively deputise for the Managing Director. This role will provide a considerable challenge in this fast moving and forward thinking business.

You should be an ambitious qualified accountant, aged 30-40, with a strong commercial awareness, and a track record of success within a people-oriented business. You could well have moved out of a purely financial role already, and be looking towards general management as a career objective. Interested applicants should write enclosing a CV and daytime telephone number, quoting Ref 374 to Barry Oller BA, ACA, Whitehead Rice Ltd., 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

*Whitehead Rice*

MANAGEMENT SELECTION

## Corporate Financial Director

**Manchester £ neg. + car + bonus**

AMEC plc is a vigorous and highly successful construction, engineering and development Group with extensive world-wide interests. The Group's strategy of having a broad and balanced range of activities has allowed for strong and sustained growth, both organically and through acquisition, and future prospects are excellent.

Our client is AMEC Projects Limited, a market leader in the project management sector. The company is currently dealing with a number of prestigious projects throughout the UK, and has ambitious plans for both domestic and overseas growth.

The Corporate Financial Director, working closely with the Managing Director, will play an important role in the achievement of corporate objectives, assuming specific responsibility for the finance function and providing a commercial input to the decision making process.

You should be a qualified Accountant, aged mid to late 30's. Experience of the construction industry would be an advantage, possibly in an international context. Your background to date should indicate continued career development and sound technical skills, although well developed interpersonal and man management abilities are equally important.

The company offers a very attractive salary and benefits package, together with generous relocation assistance where appropriate.

Prospects for career development with the AMEC Group are outstanding. For further information, please write to: Brian Murray, Douglas Llambras Associates, Brook House, 77 Fountain Street, Manchester M2 2ER.

**AMEC Projects**

**DOUGLAS LLAMBRAS**

BIRMINGHAM 021 233 4421 DUBLIN 0660 29 6049 EDINBURGH 071 221 7744 GLASGOW 041 226 3161 LONDON 01-826 9561 MANCHESTER 061 229 1933

## FINANCIAL CONTROLLER With Commercial Flair

**West End**

**£35,000 + Car**

Our client, part of an international group, operating within the direct marketing/publishing sector has experienced significant growth since its inception two years ago. To help ensure this continued success, they want to appoint a Financial Controller to enhance and manage the finance function.

Reporting directly to the Managing Director, and with total responsibility for all statutory and management reporting, you will be expected to take an active role in the development of the company. This will involve considerable interpretation of the figures in addition to the management of their computation to maximise the performance of the company.

To take advantage of this challenge, you should be an ACA or ACCA

with at least three years post qualification experience. This should have been gained in a commercial environment where your actions have had a direct effect on the performance of the business. However, of paramount importance is your ability to be innovative and flexible within a small but dynamic organisation. With a hands-on approach to management and good interpersonal skills, this is an excellent opportunity to get involved with the commercial aspects of finance.

If writing your own job description appeals to you, please send your CV to our advising consultant, Fiona Davidson, at Seer Selection Ltd, Marcol House, 293 Regent Street, London W1R 7PD. Alternatively, please telephone her on 01-631 0479 (days) or 01-470 0534 (evenings and weekends).

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RECRUITMENT CONSULTANTS





# CONTROLLER

SAUDI ARABIA

c. \$55,000 Tax Free



The Clorox Company is a major US multinational whose principal activity is the development, manufacture and marketing of fast moving consumer packaged goods. With a worldwide turnover in excess of \$1.3 billion, the Company is continually expanding and seeks a qualified accountant to take up a key role based in Jeddah, for two joint-venture companies.

Reporting to the local corporate finance manager and with direct liaison to senior management in the UK, the Controller will have responsibility for all finance and accounting issues at joint-venture level as well as at the group level for consolidation purposes.

At joint-venture level, the controller will design and implement action-oriented management reporting supported by detailed commentary and analysis to enable local management to take sound business decisions. Local staff will need training in these systems. Other responsibilities will include building upon and further developing synergy between both joint-venture operations.

At group level, the Controller will develop consolidated management reporting, budgetary and financial planning on an annual and quarterly basis as well as the identification of business opportunities, cost saving exercises and capital investment evaluations. He will also provide analytical support to the central Manufacturing and Marketing functions.

Previous management experience and a sound knowledge of min/PC-based systems and staff development are essential qualities. The successful candidate will have previously worked outside the UK.

In addition to a competitive remuneration package, the company will provide high quality accommodation as well as frequent return trips to the UK. The appointment will be made on a contract basis with one of the joint-venture companies.

For further details, contact Michael Herst or James Cozens on 01-629 4463 day, 0256 469940 (evenings and weekends) or send an appropriate curriculum vitae to the address below quoting Ref: JC005.

## HARRISON & WILLIS

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

# GROUP FINANCIAL ACCOUNTING MANAGER

Cambs/Lincs Border

£35,000 + car + bonus

This high profile British public group has achieved a position at the forefront of its consumer goods markets through innovation, professionalism and a commitment to the highest standards of quality and efficiency. With a turnover of £500m and a successful record of profit growth, it has a policy of continuing expansion through acquisition and investment for organic growth.

The key role of Group Financial Accounting Manager has been created as part of a restructuring of the head office finance function, in order to keep pace with the growth of the business. Reporting to the Financial Controller and managing twelve staff, the appointee will be expected to build up a thorough understanding of the business through close liaison with the senior operational management. The brief is not simply to control the normal group reporting function, but also to oversee the financial integration of newly acquired companies, to improve the group's usage of its accounting systems, to deal with technical accounting developments and to train and develop the accounting team.

Candidates should be qualified accountants probably aged 28-35. They should have built up sound technical skills and financial reporting experience, ideally in a head office or line accounting role, though managers from a leading accountancy practice will not be ruled out. Strong interpersonal skills are particularly important as this is not an ivory tower "number crunching" role. You should be able to establish your commercial credibility with operational managers and bring the best out of a talented team of subordinates.

It is an ideal entry point for an ambitious accountant into a progressive expanding group and it should lead to a senior line role in an operating company in due course. A generous relocation package to this attractive rural location will be available if appropriate.

Please reply in confidence, giving concise career, personal and salary details to Paul Cotvossa, quoting Ref: L463.

Egor Executive Selection, 58 St. James's Street, London SW1A 1LD (01-629 8070)



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# Financial Director

Computer Services

South East,

Package To £50,000, Car, Executive Benefits

In the decade since its formation this company has grown dramatically in size, market penetration and profitability. Today, with a turnover in excess of £10m, it is a leading source of quality software products, support services, training and consultancy, with an impressive and wide-ranging portfolio of customers.

Its plans for the future are ambitious, encompassing an acquisition programme both in the UK and overseas, and there is a strong possibility of flotation within the next 2 years.

Reporting to the Managing Director and heading up an existing motivated and performing team, the person appointed will be involved in the normal range of responsibilities associated with a senior financial position, as well as making a major contribution to the commercial strategy of the business.

Most probably FCA qualified and aged between 32 and 45, you must demonstrate a combination of outstanding accounting and managerial expertise and proven commercial acumen, with some experience of negotiations with banks and city institutions.

This highly challenging and varied appointment provides considerable scope for career development linked to the growth of the business, and a substantial negotiable basic salary is supported by a bonus and executive benefits.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to, M.A. Grant, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852, Fax: 01-734 3738, quoting Ref: HZ7028/FT.

# Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR

A Member of Blue Arrow plc

# FINANCE AND COMMERCIAL MANAGER

£30,000(Neg)+Car East Midlands

Our Client is a successful and progressive firm of Solicitors with a number of offices in the East Midlands. Continuing growth, both organic and by acquisition, has created the need for this new role.

The Finance and Commercial Manager will be responsible for the financial management of the firm. Although initially a stand alone role, additional resources will be recruited as they are required. As a senior member of the firm, a significant contribution to business strategy and development plans is expected.

Applicants, probably 30-45 years, will be qualified accountants with sound commercial or business experience and a good understanding of

computerised systems. Mature social and communication skills are essential for success as are flexibility, commitment and a pro-active approach.

This is an exciting opportunity to contribute directly to the firm's success in a wide-ranging role offering considerable scope and excellent potential.

A salary of circa £30,000 per annum is offered and the company car is fully expensed.

Please write with full career details including salary and quoting reference L/126/89 to Morag Lloyd.

# KPMG Peat Marwick McLintock

Executive Selection Arlen House, Salisbury Road, Leicester LE1 7QS. Telephone (0533) 471122.

LEGAL APPOINTMENTS APPEAR EVERY MONDAY FOR FURTHER INFORMATION CONTACT 01 873 3000

NICHOLAS BAKER 3246 DEBORAH MCCARTHY 3244

# FLEMINGS

Corporate Finance Executive

An exciting opportunity exists in Robert Fleming (Deutschland) GmbH, based in Frankfurt for a corporate finance executive to be part of our expanding international corporate finance activities.

The successful candidate should have experience in and knowledge of the financial service industry in West Germany from a background in banking or consultancy or other related activity. The candidate should also be fluent in English and it would be desirable if relevant experience had also been gained from a period of work outside West Germany.

The post requires the abilities to develop corporate finance opportunities within the framework of an international organisation. An attractive remuneration package will be available commensurate with age, qualifications and experience. Applicants should write, enclosing a curriculum vitae to: Herr H. Hochstrate, Robert Fleming (Deutschland) GmbH, Im Trutz Frankfurt 55, 6000 Frankfurt West Germany.

# Bank of England Reporting

International Banking c.£20,000

A leading European merchant bank is seeking a supervisor for the Bank Of England reporting area.

The position will include responsibility for regulatory reporting, the preparation of all Bank of England returns, the development of reporting systems and the supervision of a small number of staff.

You will have a minimum of two years' relevant experience with proven supervisory skills. You will be familiar

# Austin Knight

with computerised bank accounting systems and will have knowledge of Lotus spreadsheets.

This position offers excellent opportunities within a major international banking group and a competitive salary will be enhanced by a full benefits package.

For further information please send your CV to Jane French at Austin Knight Selection, 17 St Helens Place, EC3A 6AS. Tel: 01-588 6452 (01-256-6925 evenings/weekend). Please quote reference: 1086/JF/89

# 東京オフィスにおけるマネージング・ディレクターを求めます

沿革: 当インターセック・リサーチ社は15年間におよぶ独創的な投資パフォーマンス測定調査、及び投資コンサルティング活動の結果、国際投資業界では屈指の急成長を遂げました。ニューヨーク本社、及びロンドン、東京オフィスを擁出し13ヶ国にまたがる130名の志士を擁する環境にサービスを提供しています。今後も徹底的に新しい展開をしていく所であり、特に日本市場に注目をしていることはいままでのとおりです。

InterSec Research Corporation Attn: David Booher, Senior Vice President, Hill House, 2nd Floor, 6 Albemarle Street, London W1X 3HF. Fax Number: 01-409-0843







INTERNATIONAL COMPANIES AND FINANCE

Skase insists Qintex is solvent

By Chris Sherwell in Sydney

MR CHRISTOPHER Skase, the entrepreneurial head of the Qintex television and resorts group in Australia, yesterday insisted his beleaguered empire was solvent and added that, with the support of banks, it would meet commitments.

His belated announcement last night came after another day without further detailed information on the true state of Qintex Australia, the group's operational arm, and its parent, Qintex Ltd, shares in both of which remained suspended on the Australian Stock Exchange.

The exchange, following Qintex's revelation of limited financial details earlier this week, has been seeking additional disclosures about the company's circumstances by effectively asking if it could meet commitments.

Separately, Australian Ratings, the local credit rating agency, has lowered its rating on Qintex Australia from BB minus to CCC, signifying uncertainty about its capacity to repay debts.

Brambles to raise A\$79m

By Chris Sherwell

BRAMBLES, the Australian-based international transport and waste management group, yesterday announced that it would generate A\$79m (US\$61m) from a pro-rata share offer and the disposal of share investments.

Yesterday A\$60m of the proceeds would be earmarked to fund the possible expansion of its European pallet hire operation, called CHEP, into the US.

The statement added Alletie had also realised an after-tax ordinary profit of approximately A\$43m on the sale of major investments in listed companies since June.

Japan's top electronics groups soar

By Stefan Wagstyl in Tokyo

JAPAN'S three largest integrated electrical and electronics companies yesterday reported record interim profits, which highlight the continuing expansion of the Japanese electronics industry.

SA austerity measures slow OK Bazaars' sales

By Jim Jones in Johannesburg

AUSTERITY measures which have intensified progressively since last year slowed sales and profit growth for OK Bazaars, one of South Africa's largest retail chains, in the half year to September 30.

Fujitsu 6.7% ahead in first six months

By Ian Rodger in Tokyo

FUJITSU, Japan's top computer maker, enjoyed a 6.7 per cent rise in pre-tax profits to Y20.2bn (US\$256m) in the six months to September mainly because of a 4.7 per cent rise in sales to Y966.5bn. Net profit advanced by 17.5 per cent to Y25.5bn.

JVC rises 6% to Y11.6bn despite drop in sales

By Ian Rodger in Tokyo

PRE-TAX profits of Victor Company of Japan (JVC) rose 10 per cent to Y11.6bn (US\$1.2bn) in the six months to September 30, in spite of a 3 per cent drop in sales to Y908.6bn.

March 31, making the current period slightly longer than the comparative period.

Gakken profits advance 3.9%

By Ian Rodger in Tokyo

GAKKEN, a large Japanese publishing house specialising in educational books and magazines, posted a 3.9 per cent rise in consolidated pre-tax profits for the year ended August 31 to Y7.26bn (US\$1m) from Y6.98bn a year earlier, AP-DJ reports.

Fanuc to expand in Europe

By Nick Garnett

FANUC of Japan, the world's largest producer of machine tool controllers, is planning to set up an assembly facility in Luxembourg and a technical centre in Stuttgart, West Germany.

Wells Fargo & Company

£60,000,000 Floating Rate Subordinated Notes due January 1994

Basque Country

The Financial Times proposes to publish this survey on: 21st NOVEMBER 1989

GENCOR logo and PROFIT ANNOUNCEMENT FOR THE YEAR ENDED 31 AUGUST 1989

Record earnings, Dividends up 26%, Successful R1.5 billion rights issue, Significant acquisitions - Mobil - Alusat. Includes financial tables and company review.

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BASQUE COUNTRY The Financial Times proposes to publish this survey on: 21st NOVEMBER 1989

Wells Fargo & Company £60,000,000 Floating Rate Subordinated Notes due January 1994

NOTICE OF INTENTION TO REDEEM To the Holders of THE COCA-COLA COMPANY 9% Series A Notes Due November 26, 1992

THE COCA-COLA COMPANY 9% Series A Notes Due November 26, 1992

INTERNATIONAL COMPANIES AND FINANCE

Philips rises 41% on lower charges

By Laura Raun in Amsterdam

NET PROFITS at Philips, the Dutch electronics group, jumped 41 per cent to Fl 227m (\$106m) in the third quarter from Fl 161m a year earlier...

announced that up to 20,000 needed to be axed to restore profitability. Restructuring costs are expected to fall close to Fl 300m in 1990 compared to the Fl 350m-400m this year...

telecommunications subsidiary, to Thomson-CSF of France would be completed by the end of the year, he added.

including consumer electronics, personal care products, industrial products and lighting - did well.

Merieux closes in on Connaught BioSciences

By David Owen in Toronto

ONE FEWER barrier remains to obstruct Merieux's proposed C\$942m (\$588.06m) takeover of Canada's Connaught BioSciences...

Compaq shares drop as it finds 'problem' with chip

By Roderick Oram in New York

THE SHARES of Compaq Computer tumbled yesterday after it reported a problem with a new computer chip from Intel that it plans to use in future machines...

maker, on the nature of the problem. Compaq said it discovered a flaw in the chip's computational floating point feature during tests last Friday...

cents less than before the news. Compaq reported a 36 per cent increase in third-quarter sales as it continued to boost its share of both the US and European markets...

Dutch giant to spin off 20% of Polygram

By Laura Raun

PHILIPS of the Netherlands plans to spin off about 20 per cent of Polygram, its record company subsidiary...

Mr H.H. Appelo, board member in charge of accounting, refused to disclose further details of the offer.

were appointed joint lead managers for the ill-fated offer of 15m shares.

acquisitions of Island Records and A&M Records has strengthened its pop music repertoire, which includes Casablanca and Mercury.

Pechiney sells Paris head office

By William Dawkins in Paris

PECHINEY, the world's third largest aluminium producer, yesterday announced the sale of its central Parisian head office to a group of French institutional investors...

Zenith computer arm in loss

By Roderick Oram

ZENITH Electronics has revealed that the computer business it agreed three weeks ago to sell to Groupe Bull of France has turned from a high flier into a loss-maker.

The information came in the Chicago company's third-quarter results, which reported the performance of the television and computer businesses separately for the first time.

\$20.1m for the nine months against a profit of \$9.5m a year earlier.

Schneider flat halfway at FFr280m

By George Graham in Paris

SCHNEIDER, the French construction and electrical engineering group, has reported flat net first-half profits of FFr280m (\$44.8m).

Tokyu 'in Bloomingdale's talks'

By Ian Rodger in Tokyo

TOKYU Department Store, part of the giant Japanese transportation, retailing and leisure group of the same name, was said yesterday to be negotiating with Campeau of Canada to purchase Bloomingdale's, the US department store group.

Shares of Tokyu group companies have been among the most active on the Tokyo Stock Exchange in recent days.

chairman of the group and a leading Japanese industrialist, in March.

Placer Dome puts oil and gas business up for sale

By Robert Gibbons in Montreal

PLACER DOME, Canada's largest gold producer, has not succeeded in finding a big North American gold producer to buy, but wants to sell its oil and gas business as soon as possible...

Mr Fell said Placer Dome has not received any approach from a global mining group.

BCE to write down investment in property unit

BCE, Canada's largest holding company, will make a "substantial" write-down of its investment in its troubled property subsidiary in the fourth quarter...

Strong year of growth for Tandem

By Karen Zagor in New York

TANDEM COMPUTERS, the US manufacturer of computer systems for transaction processing, reported yesterday strong fourth quarter and year-end earnings and revenues.

For the year, net earnings rose 25 per cent to \$118.3m from \$94.5m.

positioned for the 1990s. We have an exciting product roll-out coming this year.

Enimont restructuring aims to calm fears

By John Wyles in Rome

ENIMONT, Italy's chemicals joint venture between the public and private sectors, sought yesterday to allay growing anxieties about its future by simultaneously announcing a new management structure and first-half profits that appear to be on target.

Ferruzzi group. Mr Necci's appointment is expected to be accompanied by that of Mr Franco Vizzoni, currently president of Enel, the state electricity authority, to the presidency of Eni, Italy's largest state holding company.

Yesterday's statement said the company was on target to achieve its full-year budgeted net profits which are understood to be around L1,000bn (\$740m).

Following a recent softening of base chemical prices, some analysts have doubted the feasibility of the company achieving its first-year profits target.

Food group chief resigns

MR PIERRE Lortie has suddenly resigned from his position as chairman and chief executive of Provigo, Canada's second largest food distributor after the George Weston Group, writes Robert Gibbons.

declined over the past two years, and the company now says it will food distribution businesses.

NOTICE IS HEREBY given that in accordance with Clause 5(b) of the Terms and Conditions of the Notes, the Issuer will redeem all of the outstanding Notes at their principal amount on 25th November, 1989, when interest on the Notes will cease to accrue.

Advertisement for Federal Farm Credit Banks Consolidated Systemwide Bonds. Includes details on bond issues such as 8.375% \$1,010,000,000 due February 1, 1990, and information about the Federal Farm Credit Banks Funding Corporation.

Advertisement for Imasco rises by 16% in third quarter. Includes details on earnings and share price movements.

Advertisement for The Prudential Insurance Company of America, detailing collateralized mortgage obligations for Series 1986-1.

Advertisement for Citicorp Banking Corporation, including details on a \$250,000,000 U.S. floating rate note and a notice of redemption for Commonwealth of Australia U.S. \$600,000,000.

INTERNATIONAL CAPITAL MARKETS

Swiss vote for single electronic exchange

By Rachel Johnson
THE three Swiss stock exchanges have voted to link up to a single electronic exchange in a move planned to keep Switzerland in the vanguard of the campaign to computerise trading in international markets.

Fixed-rate bond trading will be transferred to a national electronic system costing SFr35m (£13.5m) by the summer of 1991. The Swiss are still debating whether to replace their regional exchanges - in Zurich, Geneva and Basle - with one national electronic exchange for all securities trading.

The Association of Tripartite Bourses in the project co-ordinator for the exchanges, was responsible for evaluating the possible benefits of the system. With the authority and co-operation of exchange members, it came up with the "EBS solution" to deal exclusively with bonds.

All three exchanges declared themselves to be in favour of the system, although some board members on the exchanges expressed their antagonism to electronic exchanges earlier this year.

The association is poised to sign a contract so work can start in November. It will be carried out as a joint venture between Arthur Andersen, the management consultants, and Logica, the computer software company.

The detailed specifications of the new exchange are to be worked out in the next few months. Particular attention will be paid to the details necessary for exchange members to plan their own interfaces into the EBS system.

The vote for another electronic exchange underscores Switzerland's intention to remain in the forefront of the computer revolution. Earlier, the Swiss Options and Financial Futures market, which opened in 1988, was the first in the world to offer fully-electronic services from trading to clearing.

SEC approves stock market stabilisers

By Janet Bush in Washington
THE Securities and Exchange Commission has unanimously approved a revolutionary new product and market structure developed by the New York Stock Exchange which will allow institutions to buy and sell the entire Standard & Poor's 500 index in a single trade.

The commission voted four to one on Wednesday to approve the NYSE's exchange stock portfolios as well as a similar product proposed by the Chicago Board Options Exchange based on the S&P 500 and 100 indices and a proposal by the Mid-West Stock Exchange to trade non-standard portfolios in an after-hours session.

The most innovative of the three products is the one developed by the NYSE. The exchange has also designed an entirely new trading arena in which to trade baskets.

The potential impact on NYSE trading could be enormous as programme trading will be able to do at arm's length from the rest of the market.

If the new product becomes widely traded as is expected to do, the NYSE and the SEC hope that the wild swings of the last two weeks as waves of programme trades hit the floor of the exchange will be a thing of the past.

US Treasuries edge up as GNP shows modest rise

By Janet Bush in New York and Rachel Johnson in London
US TREASURY bonds moved marginally higher yesterday morning after release of preliminary data for third-quarter gross national product (GNP), which showed continued modest growth up to September, but pointed to a weaker performance in the last three months of this year.

Worse US gross national product figures for the third quarter undermined investors' confidence as the uncertainty over the Federal Reserve's funding policy continued. The December future closed at 104.47 1/2 against 104.70 on Wednesday, after its opening point at the day's highs, after the drop in the year-to-date profits of \$308m.

GOVERNMENT BONDS

Bonds showed no dramatic reaction to the figures. The Treasury's benchmark long bond was quoted 1/4 point higher at mid-session for a yield of 7.87 per cent.

The Commerce Department reported 2.5 per cent GNP growth in the third quarter, exactly in line with expectations, and compared with an unrevised 2.5 per cent rate of growth in the second quarter.

Both the implicit price deflator and the fixed weight index provided evidence of lower than expected underlying inflation in the third quarter of 2.3 per cent in each case compared with 4.6 per cent and 5 per cent in the second quarter respectively.

Growth in the third quarter was boosted by a healthy gain in consumption spending, primarily because of a high level of car sales. However, a build up in inventories suggested that manufacturing industry would cut production and employment in the fourth quarter.

The Fed yesterday drained liquidity from the banking system through four-day matched sales while Fed funds were trading at 8 1/4 per cent, the Fed's perceived target.

JAPANESE government bonds

continued their gradual downward drift of the past week, and closed lower amid relatively light trading.

BENCHMARK GOVERNMENT BONDS

Table with columns: Country, Coupon, Red Date, Price, Change, Yield, Week, Month. Rows include UK Gilts, US Treasury, Japan, Germany, France, Canada, Netherlands, Australia.

London closing, \* denotes New York morning session. Prices US, UK in 32nds, others in decimal. Yield: Local market standard. Technical Data/ATLAS Price Sources

at 104.61. Contracts worth \$34,604 trillion (million million) were traded. Yields rose as a result of the poor tone in the market, as yen bonds failed to benefit from the loss of confidence in the equity markets in the US. The yield on the Benchmark No 111 rose to 5.380 per cent from 5.340, after opening at 5.365.

Dealers remained bearish and some suspected that the official discount rate might be raised to a point slightly above its present levels on short-term CDs.

There was an auction of 40 per cent of \$500bn of 10-year bonds, producing an average yield of 5.163 per cent and an average bid price of 99.58.

THE UK government bond market moved up by half a

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Large table with columns: Issuer, Maturity, Coupon, Price, Yield, etc. Rows include US, UK, Canada, Europe, etc.

Table with columns: Country, Coupon, Maturity, Price, Yield, etc. Rows include US, UK, Canada, Europe, etc.

Table with columns: Country, Coupon, Maturity, Price, Yield, etc. Rows include US, UK, Canada, Europe, etc.

CONVERTIBLE BONDS... Only one market maker supplied a price.

FT FINANCIAL TIMES CONFERENCES

BUSINESS WITH SPAIN Strategies for 1992 and beyond

Madrid, 6 & 7 November 1989
A high-level two-day forum is to be arranged by the Financial Times in association with Expansion.

Speakers taking part include: - Mr Peter Lilley, HM Treasury, UK; D. Claudio Aranzadi Martinez, Spanish Minister of Industry & Energy; D. Manuel Guasch Molins, Ebro/Renault; Mr Dermot Smurfit, Jefferson Smurfit Group plc; Mr Glen Hiner, GE Plastics; M. François Henrot, Compagnie Bancaire; D. Mario Conde, Banesto; D. Javier de la Rosa Martí, Grupo Torres, SA; Mr Jeffrey Schott, Institute for International Economics.

- List of speakers and their affiliations: Mr Peter Lilley, HM Treasury, UK; D. Claudio Aranzadi Martinez, Spanish Minister of Industry & Energy; D. Manuel Guasch Molins, Ebro/Renault; Mr Dermot Smurfit, Jefferson Smurfit Group plc; Mr Glen Hiner, GE Plastics; M. François Henrot, Compagnie Bancaire; D. Mario Conde, Banesto; D. Javier de la Rosa Martí, Grupo Torres, SA; Mr Jeffrey Schott, Institute for International Economics.

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NOTICE OF REDEMPTION SCOTIA MORTGAGE CORPORATION

9 1/4% Medium Term Adjustable Notes Due 1991

To All Noteholders: NOTICE IS HEREBY GIVEN THAT Scotia Mortgage Corporation will redeem on December 4, 1989 all of the outstanding Can \$100,000,000 9 1/4% Medium Term Adjustable Notes due 1991...

The redemption price on the Notes will be payable on December 4, 1989 and at any time within the redemption period, as stated in condition 10 endorsed on the Note certificates, on presentation and surrender of the Notes together with all uncashed Coupons...

The Bank of Nova Scotia, Scotia House, 33 Bazaar Square, London, England, EC2A 1BB.

By: The Bank of Nova Scotia, London, Dated: 27th October, 1989. Fiscal Agent & Principle Paying Agent

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TransCanada Pipelines Limited. NOTICE IS HEREBY GIVEN that in accordance with the provisions of the Global Warrant, the last day for deposit of Warrant Exercise Notices with Euro-clear or, as the case may be, CEDEL will be November 28th, 1989, being the fifth business day prior to December 6th, 1989. Dated: October 27th, 1989. For and on behalf of: TCPL Resources Ltd by: Warrant Agent: ROYAL BANK LIMITED

INTERNATIONAL CAPITAL MARKETS

World Bank to bring bond issues in three currencies

By Stephen Fidler, Eurmarkets Correspondent

THE World Bank made its presence felt yesterday in three currency sectors of the international bond market, bringing issues denominated in sterling, Swiss francs and yen.

INTERNATIONAL BONDS

borrows to take advantage of fairly favourable swap rates. The \$200m issue, through Yamaichi International (Europe), carries a seven-year maturity and an 8% per cent coupon with a 101% issue price.

ended the day at a discount equivalent to its 1% per cent fee, but at various times over the day the brokers had been quoting at a deeper discount and the support of the lead manager appeared to have been necessary.

Some syndicate managers feel the Japanese houses have not managed the latest string of dollar-denominated deals very well. With an opportunity to enhance the market reputations of Japanese borrowers, which should appeal to investors as almost free of the event risk which plagues corporate borrowers from other countries, the firms have failed to do so.

Brazilian futures markets to reopen

By John Barham in Sao Paulo

BRASIL'S stock index futures and options markets will be allowed to reopen from today, ending a four-month suspension.

The National Monetary Council, a government body that legislates on financial affairs, sanctioned the return of the markets under tighter regulations designed to prevent the price manipulation and rampant speculation that led to their closure.

LIT faces loss on UAL options

By Katharine Campbell

A BREAKDOWN in internal risk management procedures governing the activities of three options traders with positions in UAL stock has forced LIT Holdings, the transatlantic financial services company, to say it expects to make a loss in the second half of the year.

The problems arose in the company's US futures and options brokerage and clearing operation, LIT America, as a result of the US stock market's sharp fall two weeks ago.

The weekend ran contrary to the firm's credit control systems. He noted that the market-makers had massively exceeded the size of positions they normally carried.

By Monday evening, the traders were unable to meet the margin payments demanded by the clearing house, forcing LIT to pay on their behalf. It will now seek to recoup losses from the traders.

Old Lady glows after Ecu launch

Katharine Campbell on the start of trading in European futures

TRADING IN the new Ecu deposit future was off to a modest start on the London International Financial Futures Exchange yesterday - in the FT-SE futures pit.

There was a certain symbolism in the fact that the contract that marks for Life the "second plank" in its European strategy should find a home, for the first 30 minutes of trading, by brushing aside a domestic product.

It is at least partly because of the overwhelming - and unexpected - success of its foray into D-Mark contracts over the last year that the exchange has so dramatically outgrown the confines of the Royal Exchange and its own internal systems that locating a position on the floor for a new contract is a major headache.

watching carefully how volumes developed in the next few days. Mr Mario Cocco of San Paolo Bank, one of three firms which has committed to make markets for six months in the product, said: "If we settle down to an average of 1,000 contracts a day that would be an acceptable market."



Eddie George: Ecu may become European currency

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount m, Coupon %, Price, Maturity, Fees, Book runner. Lists various international bond issues.

\*Private placement. \*\*With equity warrants. †Convertible. ‡Final terms. §Reverse dual currency issue. || Amount may be increased to \$Fr150m. Non-callable. ¶ Yield to put 3.425%. †† Yield to put 3.425%. ‡‡ Coupon fixed at 4.75%. §§100m launched in Asia via Yamatase Secs. ¶¶ Non-callable. ††† Issue price plus accrued interest. ‡‡‡ Issued with \$100m bond launched in August.

All trading will be examined once a week by external auditors, who will report directly to the CVM, undermining the exchange's autonomy.

As for further developments in the European strategy, Mr David Burton said yesterday that systems and space constraints would cramp the exchange's style until they moved to a new building.

LONDON MARKET STATISTICS

RISES AND FALLS YESTERDAY

Table showing rises and falls in various market indices like British Funds, Industrial, Financial and Properties, etc.

LONDON RECENT ISSUES

Table listing recent stock issues with columns for Issue, Amount, Date, Price, etc.

FIXED INTEREST STOCKS

Table listing fixed interest stocks with columns for Issue, Amount, Date, Price, etc.

RIGHTS OFFERS

Table listing rights offers with columns for Issue, Amount, Date, Price, etc.

TRADITIONAL OPTIONS

List of traditional options including First Dealings, Last Dealings, Last Declarations, etc.

LONDON TRADED OPTIONS

The LONDON Traded Options Market had a quieter session after the flurry of business on Wednesday when October options expired.

Table listing London traded options with columns for Issue, Amount, Date, Price, etc.

Table listing London traded options with columns for Issue, Amount, Date, Price, etc.

Table listing London traded options with columns for Issue, Amount, Date, Price, etc.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table showing FT-Actuaries Share Indices for various sectors like Building, Electrical, Electronics, etc.

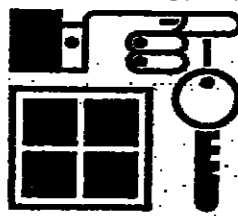
FIXED INTEREST

Table showing fixed interest rates for various terms like 1 Year, 2 Years, 5 Years, etc.





# FINANCIAL TIMES SURVEY



Last year saw a record number of shopping-centre openings, but growth in consumer demand

has slowed. The fear now, says Patrick Harverson, is that another rise in interest rates would lead to a recession, leaving the sector with more retail sites than are needed.

## Confidence undermined

THE ONE-point rise in interest rates, to 15 per cent, earlier this month sent a distinct chill through the retail property market in the UK.

As one agent said, on the Monday after these rates had gone up: "Until last week, I was quite confident about the outlook for the retail property market. Now I'm not so sure."

The slowdown in economic growth this year, together with high interest rates and rising inflation, has undermined the confidence of everyone in the market - consumers, retailers, investors and developers alike. Annual growth in retail sales is at its lowest for seven years.

Now that interest rates are up to their highest level for eight years, and appear likely to stay there until well into next year, that fragile confidence will be dented further.

With all this gloom in the retail world, the outlook for retail property might be expected to be equally bleak. Recent statistics, however, tell a different story.

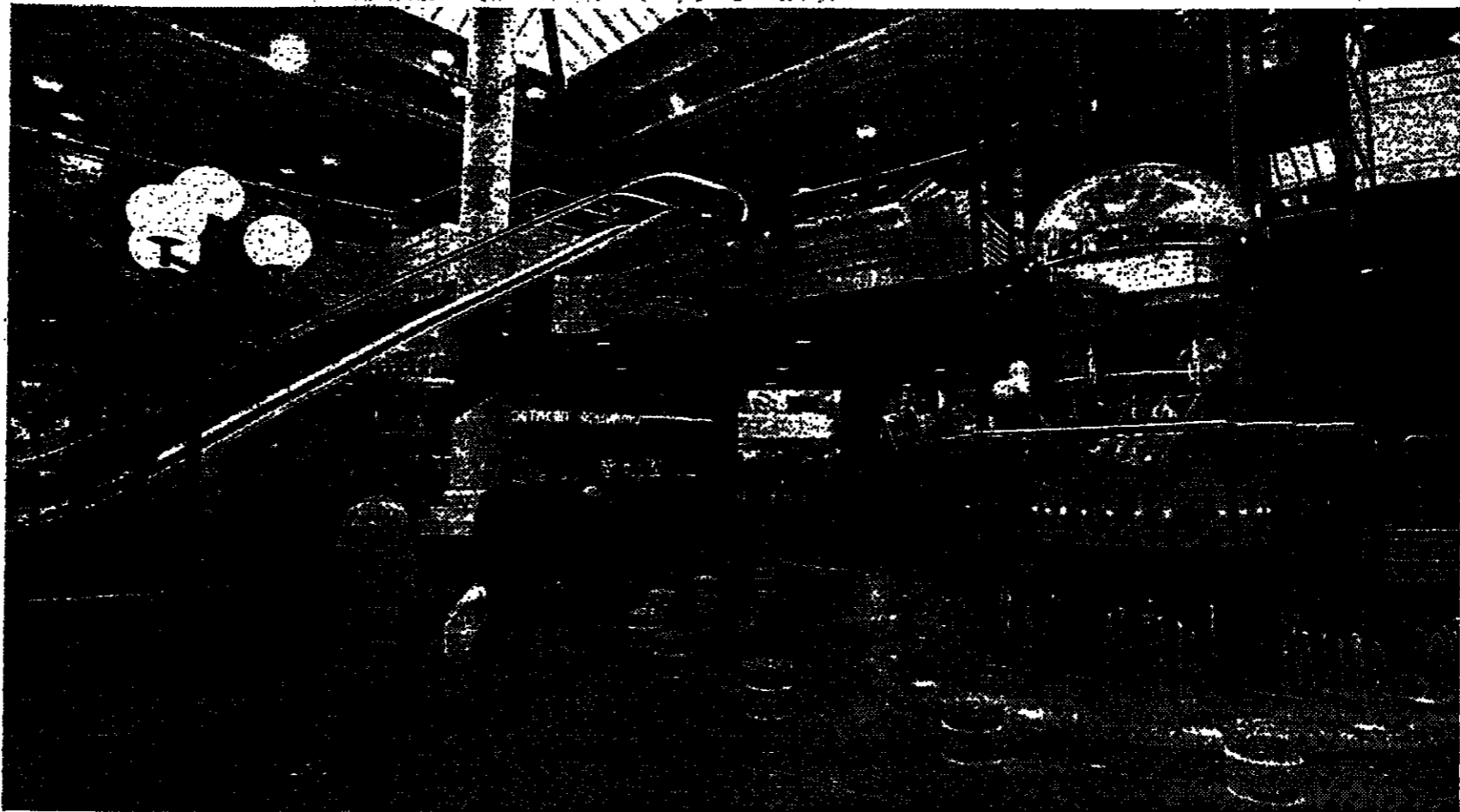
Last year in Britain there was a record number of shopping-centre openings. According to figures from chartered surveyors Hillier Parker, 10.3m sq ft of new retail space was opened in 1988 - over 9 per cent more than in 1987. A mas-

sive 28m sq ft is currently under construction, and this rate of growth will be more than maintained for the next three years, says Hillier Parker.

Many operators in the market remain surprisingly confident. Sandy Paskins, of Chesterton, the chartered surveyors/property consultants, is looking forward to a good 1989 and 1990: "The years 1987 and 1988 were extremely buoyant, where you had a property market in which nothing was available and rents and premiums were faster being hiked up. What is happening now is that we are returning to a more stable market."

Yet there are some early warnings. The most recent Investment Property Databank monthly index showed that, in August, rental value growth of 0.5 per cent for retail property was the lowest of the year to date. Moreover, the annual rate of capital growth on retail property fell below 10 per cent in August for the first time since IPD launched its index in 1980.

Although consumer spending has held up more than the Government may have liked, retailers have, almost without exception, suffered from a



# RETAIL PROPERTY

sharp downturn in domestic demand. Spending on fashion clothing, furniture, DIY goods, electrical appliances and electrical goods has been very sluggish.

In particular, anything to do with the housing market, which could now be heading for the first major slump since the early 1970s, has been hit hard. The exceptions are food stores, which traditionally hold up well in difficult times, and retailers of "small-ticket", or relatively low-cost, items. Newsagents and budget jewellers are two good examples.

Expenditure on services by consumers has held up well, despite the hostile borrowing climate. People are still happy to spend more on eating out, holidaying both at home and abroad, visiting the theatre and cinema and other leisure activities, but this is of little comfort to the retail property world.

The effect of slow sales in the high street on the shop property market has yet to be

fully felt. There has always been a considerable delay before fundamental developments in the retailing world have worked through to the property market.

This is because developers like to wait for firm and consistent evidence that rents are rising before they decide to finance new retail schemes. The spectacular consumer spending boom of 1987-88 attracted huge development interest in retail property, as rents grew strongly alongside retail sales.

The result was a rather belated rush of new investment in shop developments of all forms: retail parks, in-town and out-of-town shopping centres, regional shopping centres, and giant complexes like the Metrocentre in the North-east.

But these developments take three to four years to plan, design and build, and today many property developers are seeing their schemes open at just the time when spending is turning down and costs are ris-

ing.

As County NatWest explained in a recent circular: "In the current [consumer] boom, the time-lag has been four to five years, with new town-centre space emerging with a vengeance in 1990 and 1991 when no retailers will really want it." Serious overcapacity is on the horizon.

Yet the retail property market has always faced the problem of overcapacity: "What we'll have is what we always have - space coming on stream at the wrong time," says Russell Schiller, of Hillier Parker. "This is almost impossible to avoid, because of the long lead-in times and the development period taking so long."

Others in the industry are adopting a less sanguine attitude: "Overcapacity has not yet happened, but everything tells us that, with the amount of retail space coming on the market, something will have to give," warns John Wills, of Healey & Baker. What is most

likely to give are rents, the growth of which is rapidly slowing from the peaks of over 20 per cent growth in 1988.

As if slowing consumer spending, high interest rates and overcapacity were not enough, another dark cloud hangs over the retail property market in the UK: the arrival next April of the Uniform Business Rate (UBR) and revaluation of rates.

Although the phasing in of the UBR and revaluation will take the sting out of the new system, it will still increase costs for retailers, add to the squeeze on profit margins and earnings, push rents down and put the shop property market under yet more pressure. The retail property sector is likely to be harder hit than the industrial or office property sectors, because shop rents have risen much faster than office and industrial rents since the last sizeable level was set in 1973.

The Inland Revenue calculated, in a recent study, that rate bills in the shop market

would increase by 18 per cent across the country, while some City property analysts predict that, in certain areas, especially in the wealthier south of England, rate bills could rise by as much as 100 per cent.

Although there is no unanimity on the impact of UBR and revaluation, some analysts are quick to point out that rates represent only 1 per cent of sales - no one is in doubt that the weaker retailers will suffer most. With spending slowing, and borrowing costs remaining high, the changes in the rating structure will hurt retailers - and also landlords, who will end up helping to pay for the rates reform by receiving lower rents.

It is not just the retailers who are facing a squeeze on profits; so are the developers. A good deal of the land purchased in the last two years for development as retail sites was acquired at peak prices. With construction costs rising faster than retail prices, and high interest rates pushing up fund-

ing costs, development profits are being squeezed hard.

Finding the funds for development is also an increasing problem. The unhealthy outlook for consumer spending has unsettled the investment institutions. Steve Johnston, senior research analyst at Morgan Grenfell Laurie, believes current sentiment among investors is that "shopping centre development is something to be left well alone for the time being".

There is little doubt that some institutions have been scared off by bearish predictions for retail spending and rental growth. As the Oxford Institute of Retail Management said a few months ago: "Behind the withdrawals can be seen... a growing concern over the viability of some of the more speculative proposals within an uncertain consumer spending environment."

Banks - traditionally great lenders to retail developers, and in recent years seen as an alternative to investment institutions as a source of funds - are also taking a fresh look at the market. This month's warning from the Governor of the Bank of England, on the scale of banks' property lending, is unlikely to go unheeded.

Although the outlook for the retail property market inevitably differs from region to region - rental growth has generally been best in the North and Midlands, while prime sites in the South and East Angles are still in great demand - concern about the future is almost universal.

The greatest fear is that another rise in interest rates will pitch the economy headlong into a full recession, slamming the brakes on consumer spending and leaving retail property in dangerous oversupply.

It is a scenario few in the retail property market are yet prepared to consider. But Russell Schiller, of Hillier Parker, echoed the thoughts of many when he said: "1990 will be bad but not disastrous. But if consumer spending does drop in real terms, and interest rates go higher, we could be in real trouble."

Picture: Alan Harper

ALSO IN THIS SURVEY

Retail parks; Town centres

Regional centres ..... 2

Design; Planning

Refurbishment ..... 3

Rates & rents; Occupiers ..... 4

# B I A I N

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RETAIL PROPERTY 4

MANAGEMENT: Mark Nicholson talks to a man who is...

'Running his own high street'

WHEN THE Gateshead Metrocentre's manager, Mr John Bryson, and his staff set up Europe's biggest out-of-town shopping mall, they jokingly called it 'Toytown'.



John Bryson: 'people dress up to come here'

"We had our fireman, our reverend, our policemen," he says. "I don't know who Larry the Lamb was, but I suppose I was the mayor."

Today, when he talks about the centre, he can be caught calling it simply "town". Certainly, the Metrocentre, where last year up to 15m people wandered through three tiled and paved miles of shops, restaurants, cinemas, bowling alleys and the Metroland funpark, is no toy. And while Mr Bryson is not quite Metrocentre's mayor, his central role in shaping the project does make him one of an embryonic breed of town managers for the 1990s.

to revive the ailing Civil Service store, in The Strand, a challenge Mr Bryson was relishing until the store burned down in 1982. He left to join the John Lewis Partnership, in Bristol, for three years.

Then he saw the advertisement for Metrocentre manager. "My wife said 'you've done all you can in retailing,'" he recalls. "Why not see if you can run your own high street?" He applied, and found Mr John Hall, the centre's founder and wellspring of inspiration, keen to appoint a retailer to the post, particularly one who shared his view of the kind of need the Metrocentre was designed to meet.

This was, as Mr Bryson characterises it, the public's "suppressed demand" for a clean, safe, town centre with free parking and quality shops. "The place was to reflect old values," says Mr Bryson. "The public's enjoyment in the high street, which has been lost, was the pleasure of a family going out to town once a week." For its tenants, meanwhile, the centre was to be a high street any retailer would give an arm to trade on.

Spencer, for instance, would just be one of the departments. "The astronomy degree helps, because anything with 16 noughts on the end is quite familiar," he adds, half seriously.

Figures released this month, from a study by PA Cambridge Economic Consultants, show that visits to the centre reached between 15.5m and 19m in 1988. An average group of visitors spent on average £22. And a turnover is estimated by the consultants at between £230m and 300m. Mr Bryson adds that they fish £10,000 a year in loose change from the fountains alone.

He speaks as proudly, though, of what he sees as the centre's social success, and points out that, since it opened, other local retail centres do seem not to have suffered as much as they had feared. From this, he infers that, while people still shop in their local haunts, they also like to take a day out at the centre. "People dress up to come here. You never see anyone on our streets in cariers."

ment, and this is not so much a question of the microchip-controlled lighting and microclimate as of gently shaping the social environment.

This is something Mr Bryson is far more strongly placed to enforce than public bodies, because the Metrocentre has no by-laws as such, but rather a walkways agreement, which enables the landlords (the Church Commissioners, who own the centre) to decree which activities are allowed in the centre.

So the shoppers' streets are not only kept swept and gleaming, they are also kept largely free of social nuisance. Cautious - political or commercial - is strictly controlled; alcohol may not be drunk on the walkways, and a team of security guards works with the police to deter crime.

Mr Bryson stresses that the security men are there for assistance - to jump-start cars or show people the way - as much as to catch thieves or vandals. Nonetheless, he says that retailers report shrinkage in the centre to be a tenth of their branches elsewhere, and can point to graffiti-free walls throughout.

IF FALLING consumer spending is not enough to scare some retailers and landlords witless, impending local authority financial reforms should do the trick.

The trickle of cash-hills will be all the more muffled by a new system of business rates, which will hit Britain's high streets and help to throw property valuations into turmoil.

The strategy will survive, charges for local services, despite their high political profile, have always been a minor part of major retailers' costs, playing a weak second fiddle to salaries. But the weak could suffer badly, as the new Uniform Business Rate eats a large hole in declining profits.

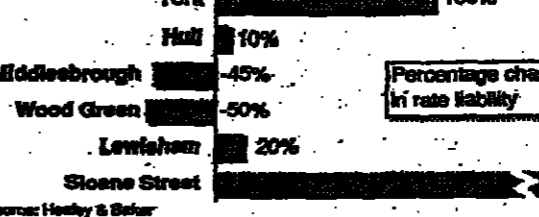
The new tax is meant to even out wide national variations, cutting the burden on retailers paying for high-spending areas where a council has been less demanding. The real impact will be far more complex, however.

The main problem comes from the general revaluation of business property, necessary to set a standard for charging the UBR. This will hammer the retail sector, because shop rents have soared much higher than those of offices and industry since the base level was set 15 years ago. The Inland Revenue forecast a modest average 18 per cent annual rise in bills, but City analysts fear increases of between 40 and 100 per cent for quoted retailers.

RENTS and RATES

New tax will erode profit

Impact of uniform business rate



bridge area have been forecast by agents Debenham Tewson & Chinnocks. But that is too simplistic a generalisation. Many provincial high streets have also boomed. While Middlesbrough retailers may benefit from an average cut of 45 per cent, shops in York will face a 160 per cent average increase, according to Paul Bayram, at Healey & Baker.

The impact will also vary from shop to shop and tenant to tenant, because so many other factors are involved, particularly the profitability of individual retailers.

Chris Williams, at Citicorp Scrimgeour Vickers, dismisses the overall impact on major stores, pointing out that rates represent only 1 per cent of sales. With the Government capping rises to 20 per cent a year, this would mean a hardly noticeable 0.3 per cent annual cut in margins. But he says UBR will contribute to the slowdown, and hit sluggish sectors such as estate agency and white goods stores hard.

20 per cent each year (plus the current inflation rate). "That would still not clear the increase after five years, leaving the prospect of a big hike in costs at the end," says Paul Bayram.

There is no certainty that the Government would continue phasing after 1994, anyway, and the inflation adjustment factor also seems likely to be cut before then. Areas which gain from UBR will face a similar phasing in of benefits, and, as the national rating account is likely to be over-funded within a couple of years, pressure will build up for immediate full implementation of the changes.

Tenants who move after next April will not benefit from phasing, anyway - a quirk that could block some retailers' exits from high-rate locations, as they will find it hard to re-let a shop where the tenant faces full UBR.

Chris Williams says successful retailers will absorb these higher costs as the price of expansion into better premises or locations. This could limit the dampening effect on rents, although he sees a decline from the current 20 per cent annual rise to single figures due to a general decline in the market. But surveyors and investors will be left in a spin about how much each property is worth, because values will vary according to the qualifications of the tenant as much as the condition and location of the property. Just to add to the complexity, separate new regulations mean that some tenants must be charged VAT on rents, even though they cannot pass on the charge.

Catch-all indicators of market rents for an area, or even a high street, will become almost meaningless until the market settles down. Rent reviews and portfolio valuation over the next few years could become a series of inspired guesses. The number of rate and rent appeals will explode. It is all a long way from the simple idea of evening out injustices in commercial rate bills.

David Lawson

THE OCCUPIER Practical issues are surfacing

MOST LEADING retailers are vigilant about customer satisfaction - they wouldn't stay in business otherwise. Some wish that more developers would follow their lead. The quality of recent shopping centre schemes is a class above anything seen before, but that has not stifled persistent grumbles from tenants who insist they are not getting their money's worth.

The gap between builder and occupier is surprising, considering the amount of research put into these schemes. Chris Phillips, at Healey & Baker, admits that developers used to plough into schemes regardless of what the tenants might demand. The widespread plazas and threatening car-parks of

A recent study shows shop-owners more interested in customer circulation and parking than in award-winning designs

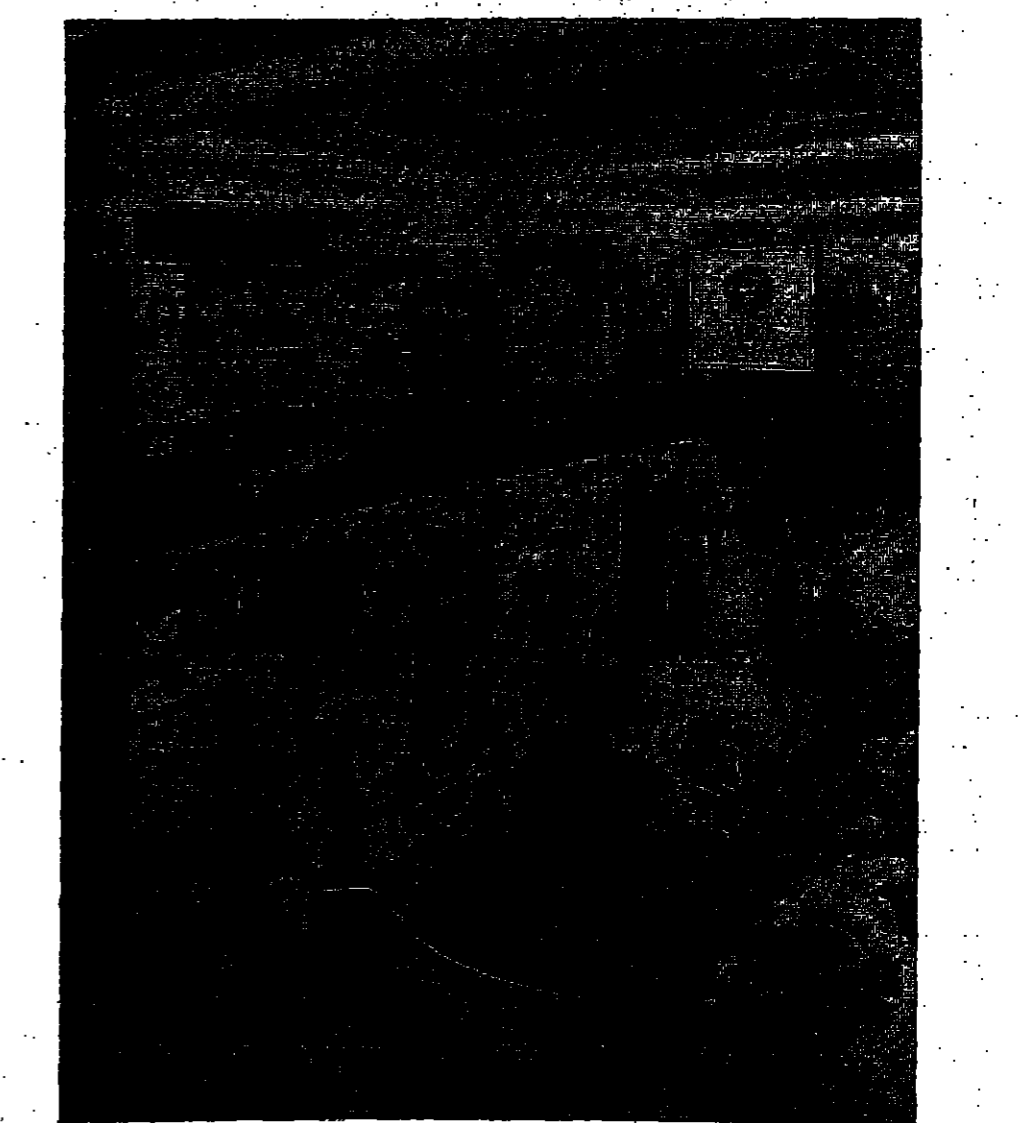
1970s centres show how recently this was going on. Nowadays they realise they will not attract good rents and funding unless they get things right, he says.

Not everyone is a good developer, however, particularly during boom times. Retailers accept much lower standards, just to grab a place in a new development or important street, according to Nigel Fransham, at Chestertons. Complaints dribble in later and drone on for years.

Mr Phillips also points to multiple retailers that rushed into the Covent Garden area once they realised it had become a powerful magnet. They had to put up with cramped spaces, because there was no possibility of building efficient new stores.

Weakening demand and flourishing supplies of new space will bring underlying complaints to the surface. Space will be harder to shift, and poor developments could go to the wall.

"Developers will have to look more to the demands of retailers," says Mr Fransham. There is often a gap between what retailers want and what developers think they want, despite all the sophisticated research. Most major schemes are more like spectacular entertainment centres than shopping parades, as designers dream up more and more fantastic "life experiences". Fountains, food courts and glass lifts proliferate in a glitz were aimed at attracting customers from traditional high streets and rival centres.



The Victoria Centre, Nottingham Client: Capital & Counties Plc WINNER OF THE ICSC AWARD FOR REFURBISHMENT 1989 WINNER OF THE BCSC AWARD FOR REFURBISHMENT 1988 WINNER OF THE NATIONAL COMMERCIAL LIGHTING AWARD 1988

HASKOLL & COMPANY ARCHITECTS & DESIGN CONSULTANTS 59 HARRINGTON GARDENS LONDON SW7 4JU 01 836 1188 FAX 01 373 7230

On the instructions of THE CROWN ESTATE REGENT STREET 140 144 LONDON TO BE LET Cross Frontage 46' 8" Ground Floor 3,195 sq ft Basement 3,650 sq ft A Unique Opportunity to Acquire a Flagship Retail Store Sole Agents Ref: John Spice DRIVERS JONAS 01-491 9731

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Business Premises - West End and City Offices - Retail - Retail Warehousing - Management - Investment - Professional Services - Leisure

UK COMPANY NEWS

N Brown defies postal disruption to rise 10%

By Maggie Urry

N BROWN Group, the direct mail order concern, achieved a 10 per cent increase in first-half profits.

Pre-tax profits in the half year to September 2 advanced to £5.19m (£4.7m), on sales ahead to £56.72m. Within the total, mail order profits rose 25 per cent to £4.8m. The shares put on 6p to 144p.

Sir David Alliance, chairman, sounded a note of caution about the second half, given "the current state of sentiment in the consumer market". However, he added: "I have every reason to remain confident about prospects based on sales to date."

Mr Alan Dean, chief executive, said he was highly satisfied by the performance of the mail order side. Sales rose 11 per cent to £52.5m. Mail order operating profits were up 40 per cent but interest charges rose sharply.

Mr Dean said the group was trying to restore customers' confidence in mail order after last autumn's postal strike. It had concentrated its marketing efforts on the customers most

likely to spend, and had increased the amount spent per person.

It had maintained its number of "live" customers, and margins had risen. Sir David said: "We are on course to restore our net margins to their previous levels."

The group's customer base is largely of older people who are less affected by increases in interest rates, and are often ignored by high-street shops. Mr Dean said there had not been any noticeable increase in mail orders.

The non-mail order activities saw a halving in profits. Dunlop Heywood, a commercial surveyor, increased its income and opened a new office in Glasgow, and contributed a £200,000 profit. But losses at Morfitt & Turnbull, a fund management business, cut the total to £420,000, down from £390,000. This business was affected by uncertainty from the regulatory authorities over some of its products and by cuts in commissions on life and pension fund business.

The interest charge rose over

£1m to £2.7m. Earnings per share rose 7 per cent to 5.7p (5.32p) and the interim dividend is up by 5 per cent to 1.575p.

**COMMENT**

These figures were excellent given the difficult background for retailers in general and for mail order companies in particular following the postal strike. They demonstrate the power of Brown's database and its ability to target the most profitable customers, while avoiding wasted efforts on marginal ones. The setbacks last year have taken a year out of the company's growth, which had been running at an annual 30 per cent profit increase. The black spot is the financial services business chosen as a diversification, but surely now a candidate for sale if a decent offer was to turn up. Current year profits may not recover to the £13.5m level of 1987-88, but ought to reach £12m. That suggests a prospective p/e of 10.5, and these figures should mark the start of Brown's share price recovery.

Most of Coats/Tootal merger is shown green flag

By Ray Bashford

THE MONOPOLIES and Mergers Commission has found that the merger between Coats Viyella and the Tootal Group would have no adverse effects on competition in the UK textiles industry except in the needlework thread market.

After a three-month investigation into the impact on competition of the agreed £238m takeover of Tootal by Coats which was announced last May, the Commission has concluded that the combined group would have a relatively small market share of many individual textile markets, despite its overall size.

The 92-page report concentrates heavily on findings from the investigation into the effects of the merger on the industrial thread and UK domestic thread markets. The investigation found that the new company would have

"well over" 50 per cent of the UK market for the sale of domestic thread used for home needlework which it felt could have "a serious adverse effect on" competition.

To ensure that there was not a lowering of competitive conditions in the domestic thread business, the Commission said that Coats must sell the business and dispose of its 20 per cent holding in Gutermaun, a Swiss/German thread company, before the merger could proceed.

Coats and Tootal told the Commission that sales of domestic thread in the UK totalled £10m last year, with Coats' sales totalling £1.8m and Tootal's £3.7m. Gutermaun's UK sales were £2m.

"We have decided that, if the merger were allowed, there would be a reduction of competition to the extent that the

public interest in maintaining choice and supply of domestic thread at reasonable price levels would be adversely affected," the report said.

The Commission concluded that the merger would create the world's largest producer of industrial sewing thread with more than 40 per cent of the UK market. The Commission said this would not have a "serious adverse effect" on competition.

After careful consideration of the market for industrial thread and an examination of the ability of other suppliers to compete with the combined group, offering thread manufactured in the United Kingdom, or imported from elsewhere in Europe or the rest of the world, we have decided that the merger would not have a serious adverse effect on competition for the supply of industrial thread," the report said.

The UK market for industrial thread is about £90m a year. Tootal has 23 per cent of the market, Coats has 18, and other companies have 10.

In coming to the conclusion that the merger would not have a serious adverse effect on competition in the industrial thread market, the Commission also concluded that there are many thousands of

Average selling prices for thread				
	Coats		Tootal	
	average price (£/SLU)	% change	average price (£/SLU)	% change
1988	9.04	-	11.25	-
1987	8.88	-2.0	11.75	+4.4
1986	8.79	-0.8	12.5	+6.4

\*Standard length unit = cone of 8,000 metres

Source: Coats and Tootal

users and that there is "significant" price competition, with quality of the thread an important consideration.

The report said that worries about the merger were expressed by an unnamed major UK garment manufacturer which believed that it would lead to higher thread prices.

However, Courtaulds, the biggest UK user of industrial thread, did not oppose the merger and did not consider that it would provide the opportunity to increase prices unreasonably.

Marks & Spencer, a major client for industrial thread from both companies, said that the concentration of market share would not be against its interests because thread was traded internationally and represents only a small proportion of the cost of a garment.

Coats and Tootal argued that the merger would greatly increase efficiency and allow

the combined group to achieve increased international competitiveness.

"Coats and Tootal told us that, by bringing together two groups with complementary skills and portfolios in both geographic and product terms, the proposed merger provided major opportunities internationally for improved marketing, production and supply of products, which would make the merged group a more effective competitor internationally, in particular with large Japanese trading houses," the report said. The companies told the inquiry that they expected the combined workforce to be reduced by 600 to 43,500 following the merger and expected most of the jobs to go through natural wastage.

Coats Viyella PLC and Tootal Group PLC

A report on the merger situations

Her Majesty's Stationery Office

£8.10 net

Wormald drops request for Holmes shareholder meeting

By Andrew Hill

HOLMES Protection Group's largest shareholder, Wormald International, has defused a potentially damaging dispute with the New York security company by agreeing to withdraw its request for a special shareholder meeting next week.

Wormald, an Australian fire protection company which owns 14.6 per cent of Holmes, aimed to elect five directors to the board next Wednesday.

Instead, Mr Eric Kohn, a director of Barons Financial Services (UK), Wormald's adviser, and not one of the five nominees, is to join the board. Wormald added that it would not actively seek to sell its stake until January 31 1990.

Both sides said yesterday that they were comfortable

with the position.

Wormald wants to give Holmes "a new direction" following a slump in the New York group's 1988 profits. But Holmes had accused Wormald of jeopardising the proposed sale of the company, set in motion formally at the end of last month.

So far over 60 companies from Europe, the US and the Far East, have been approached by Salomon Brothers, which is handling the sale, and a deal is expected before Christmas.

Holmes's shares, quoted in London, were yesterday unchanged at a low of 61p, valuing the group at about £42m.

Holmes said yesterday that if a sale had not been agreed by the end of January, Wormald could ask the company to call

a shareholder meeting to consider any appropriate proposals from the Australian group.

Earlier this year, Wormald challenged Holmes in the US courts after the New York group allegedly denied Wormald's request for information about its shareholders.

The Australian group said yesterday that it would end pending US litigation aimed at recovering the costs of the earlier court proceedings.

Holmes has also made two further board appointments. Mr Ernest Potter, a former finance director of Cable & Wireless, will become a non-executive director and Mr John Flack, who joined Holmes as chief executive in May, will be an executive director.

Rank plans to buy rest of Canadian film laboratory

By Nikki Tall

RANK ORGANISATION, the leisure and entertainments group, has arranged to buy out the remaining 51 per cent of The Film House Group, a leading Canadian film processing laboratory. It acquired its original 49 per cent stake for C\$87.5m (£46m) in late-1988.

The deal is conditional on a successful leveraged buy-out bid being made for Cineplex Odeon Corporation, the quoted Toronto-based cinema group which holds the 51 per cent interest in Film House.

Mr Garth Drabinsky, Cineplex's chairman, and Mr Myron Gottlieb, vice-chairman, are considering a proposed cash offer for the company, but no formal offer has been made.

If the offer does go ahead - by late-November if an expense reimbursement agreement is to be implemented - Rank will

also make a secured loan to the Cineplex purchasers, helping to fund the bid.

Rank says that the combined cost of acquiring control of Film House and advancing the loan will not exceed \$100m (£52m). There has been speculation that the loan element might be about \$80m and the purchase price of the shares, some \$40m. The loan would be relatively small in the context of the bid itself, expected to total about \$1.25bn, including corporate debt assumed.

Apart from the condition that the Cineplex buyout proceeds successfully, the Rank/Film House transaction also depends on completion of a long-term film processing agreement between Film House and MCA, the US entertainment group and a significant shareholder in Cineplex.

Globe Trust assets rise 12%

By Nikki Tall

GLOBE INVESTMENT Trust, the UK's largest investment trust, yesterday reported an 11.7 per cent increase in net assets per share during the six months to September 30 - easily outstripping the 8.7 per cent rise in the FT-A All-Share Index over the same period.

Net assets attributable to shareholders rose from £1.1bn to £1.24bn in the six-month period. Net asset value per share on a fully-diluted basis stood at 229.15p at end-September, compared with 205.14p six months earlier.

Globe attributed the first-half performance to a "repositioning" of its investment portfolio. According to Mr David Hardy, executive chairman, internal worries about the domestic outlook started to surface in July, at which point a major shift into cash or near-cash began.

The UK now accounts for

only half of the quoted portfolio, compared with some 70 per cent a year ago, and the trust has around £200m in cash. Caution on UK prospects has combined with a positive stance on the US currency; the trust has borrowed against the full value of its Japanese portfolio, and moved the money into dollars.

The wariness towards the UK investment scene will continue for some time, predicted Mr Hardy. "We're looking for a soft landing in the US, and a harder landing in the UK," he commented, adding that this may well throw up investment opportunities.

The unquoted portfolio now includes a significant holding in Isosceles, the newly-formed group which won a leveraged bid for the Gateway food retail company earlier this year. This is expected to total around £33m, once the current open offer to Isosceles shareholders

is completed. Globe said that it also took up its rights in the refinancing of MFI, the furniture company bought out by management but which has subsequently hit trading difficulties.

Profits before tax in the six months were £21.74m (£16.18m), with the trust's income up from £23.18m to £29.58m, but earnings from subsidiary companies slipping from £2.57m to £1.55m. Earnings were 2.9p (2.21p).

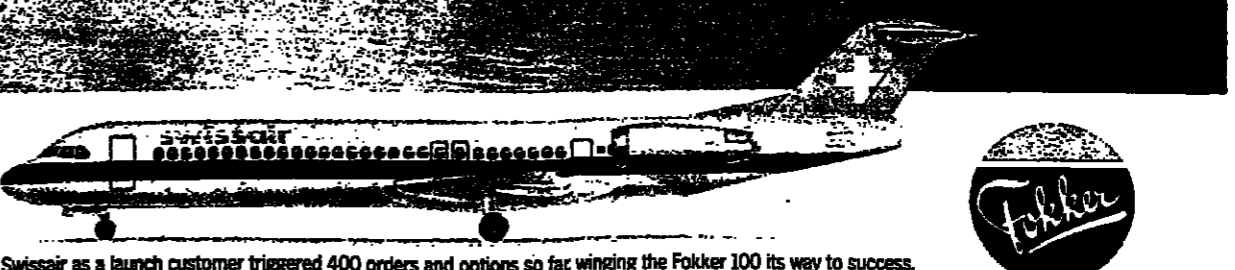
The interim dividend is 1.78p, an increase of 10.56 per cent on the 1.61p of the previous year.

**Blenheim expands**

Blenheim Exhibitions has acquired Southern and Sussex Craft Exhibitions and Maw Promotions for up to £600,000 cash.

"And now we're looking at Holland's most famous wings" the guide continued his story.

We at Fokker are inclined to disagree.



Swissair as a launch customer triggered 400 orders and options so far, winging the Fokker 100 its way to success.



LONDON STOCK EXCHANGE

Uncertain prospect for equity market

THE resignation of Mr Nigel Lawson, the UK Chancellor of the Exchequer, and that of Sir Alan Walters, the economic advisor to the British Prime Minister, came nearly one hour after the close of a depressing trading session in London equities.

were still in their offices and was seen as a serious blow to the already fragile nerves on the UK stock market. The market needs immediate action to restore confidence, commented Howard Coaker at BZW, the large UK investment banking house.

Chiefly, the equity sector, depressed by a range of bearish economic comment and by unexpectedly poor trading figures from ICI, had been finally cut down in the final hour of business by another opening slide on Wall Street.

chief hurdle of the day. The agency involved in waiting for ICI proved nothing compared to that inflicted by the results; pre-tax profits of £308m for the third quarter, against £347m last time, were nearly £40m below market estimates.

FINANCIAL TIMES STOCK INDICES table with columns for Government Secs, Fixed Interest, Ordinary Share, Gold Prices, FT-SE 100 Share, Ord. Div. Yield, and GILT EDGED ACTIVITY.

Morgan bid talk returns

The takeover speculation that has surrounded Morgan Grenfell, the merchant bank, virtually since the bank went public in 1986, erupted again yesterday after news that Willis Faber, the insurance broking group, had conditionally agreed to sell its 20.4 per cent stake in MG to Banque Indosuez.

held up well, if the sector were to turn down in the near future "then things will be really bad," one analyst said. "We are reduced to looking at ICI as a yield stock, but it is currently too expensive for that."

Analysts reduced their profit forecasts for the company. Mr Evans cut his figure from £180m to £155m for both the current year and next year, continuing to imply no profit growth between the two.

The Morgan Grenfell news stirred up the rest of the merchant banks, but dealers and analysts were quick to point out that most are protected by large family shareholdings and various cross-holdings.

FT-A All-Share Index



Equity Shares Traded



early weakness as analysts at Morgan Stanley changed their recommendation on the stock from hold to weak hold. Market-makers expressed the view that this was as negative as one could be on such a quality stock.

Mr Mark Hanson, at Morgan Stanley, said: "M&S is at a 5 year high to the stores sector - although interim will be good, there could be a cautious statement." His profits forecast is in the middle of the £195m to £208m range predicted by analysts for the interim due on October 31.

The conditional go-ahead from the Monopolies and Mergers Commission for a bid for Total from Costa Viyella led the former 7 better at 12p and the latter down 5 at 14p.

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks with columns for Stock, Value, and Day's Change.

Detailed table of trading volume in major stocks, listing various companies like British Airways, British Petroleum, and others with their respective trading volumes and price changes.

ICI profits bloom

It was hard to find a dealer or analyst with a good word to say about ICI after the company posted its near 12 per cent fall in third quarter profits.

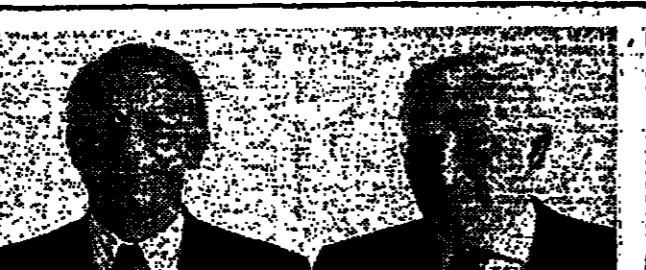
NEW HIGHS AND LOWS FOR 1989

- List of new highs and lows for 1989, including companies like Anglo-Continental, British Airways, British Petroleum, and others.

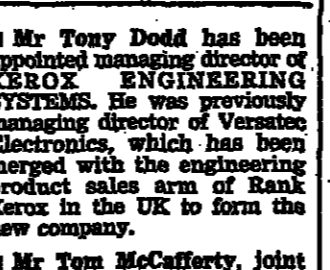
New chairman at Halifax Building Society



Mr Richard Hornby, chairman of HALIFAX BUILDING SOCIETY, retires on July 31, 1990. His successor will be Mr Jon Foulds (above) who has been a director since 1986.



Mr Tom McCafferty, joint founder and chief executive of Fraser Williams, has become president of the COMPUTER SERVICES ASSOCIATION.



Mr John Lelliott (CONTRACTS) has made the following changes. Mr Stuart McConnell, formerly construction director, joins group chief executive Mr Robert Marshall as joint managing director.

Mr Richard Westcott has joined MERRILL LYNCH INTERNATIONAL as a managing director, investment banking division. He was a director of Warburg Securities.

Advertisement for WestLB (Westdeutsche Landesbank) featuring a large image of a ship and text describing international finance services and global network.

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-625-2128

FT UNIT TRUST INFORMATION SERVICE

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Abbey Growth, Abbey Income, etc., with columns for Name, Class, and Price.

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GUIDE TO UNIT TRUST PRICING. This section explains the pricing of unit trusts, including how to calculate the price of a unit and how to interpret the price shown in the table.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your Unit Trust Code Booklet ring the FT Cityline help desk on 01-625-6128

Main table containing unit trust information with columns for company name, unit price, and other financial details. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information, organized into columns for various categories like 'Guernsey (G)', 'Jersey (J)', 'Luxembourg (L)', 'Offshore and Overseas', and 'Management Services'. Each entry includes the name of the trust, its unit price, and other relevant details.

OFFSHORE AND OVERSEAS

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)

MANAGEMENT SERVICES

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)

MANAGEMENT SERVICES

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)

MANAGEMENT SERVICES

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)

MANAGEMENT SERVICES

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)

MANAGEMENT SERVICES

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)

MANAGEMENT SERVICES

GUERNSEY (G)

JERSEY (J)

LUXEMBOURG (L)



FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Table of FT Unit Trust Information Service listing various unit trusts, their managers, and performance metrics.

Table of London Share Service listing British Funds, International Bank and O'Seas, and Commonwealth & African Loans.

Table of Money Market Trust Funds and Money Market Bank Accounts listing various financial products and their details.

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-925-2728

LONDON SHARE SERVICE

AMERICANS - Contd

Table listing American companies such as American Steel, American Steel, American Steel, etc. with columns for stock price and other financial data.

BUILDING, TIMBER, ROADS - Contd

Table listing companies in the building, timber, and roads sectors, including various construction and materials firms.

DRAPERY AND STORES - Contd

Table listing companies in the drapery and stores sector, including retail and manufacturing firms.

ENGINEERING - Contd

Table listing companies in the engineering sector, including various engineering and technology firms.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies, including a wide range of manufacturing and service firms.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies, continuing the list from the previous section.

CANADIANS

Table listing Canadian companies, including various firms from across the country.

BANKS, HP & LEASING

Table listing companies in the banking, hire purchase, and leasing sectors.

ELECTRICALS

Table listing companies in the electrical sector, including various electrical engineering and supply firms.

FOOD, GROCERIES, ETC

Table listing companies in the food, groceries, and related sectors.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies, continuing the list from the previous section.

INDUSTRIALS (Misc.) - Contd

Table listing miscellaneous industrial companies, continuing the list from the previous section.

BEERS, WINES & SPIRITS

Table listing companies in the beer, wine, and spirits sectors.

CHEMICALS, PLASTICS

Table listing companies in the chemicals and plastics sectors.

DRAPERY AND STORES

Table listing companies in the drapery and stores sector, including retail and manufacturing firms.

HOTELS AND CATERERS

Table listing companies in the hotels and catering sectors.

INDUSTRIALS (Misc.)

Table listing miscellaneous industrial companies, including a wide range of manufacturing and service firms.

INSURANCES

Table listing companies in the insurance sector, including various insurance providers.

BUILDING, TIMBER, ROADS

Table listing companies in the building, timber, and roads sectors, including various construction and materials firms.

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LONDON SHARE SERVICE

LEISURE

Table of share prices for Leisure companies including Leisure Group, Leisure Leisure, Leisure Leisure, etc.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades companies including BHP, BHP, BHP, etc.

Commercial Vehicles

Table of share prices for Commercial Vehicles companies including BHP, BHP, BHP, etc.

Garages and Distributors

Table of share prices for Garages and Distributors companies including BHP, BHP, BHP, etc.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers companies including BHP, BHP, BHP, etc.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, Advertising companies including BHP, BHP, BHP, etc.

PAPER, PRINTING, ADVERTISING - Contd

Continuation of share prices for Paper, Printing, Advertising companies.

PROPERTY

Table of share prices for Property companies including BHP, BHP, BHP, etc.

SHOES AND LEATHER

Table of share prices for Shoes and Leather companies including BHP, BHP, BHP, etc.

SOUTH AFRICANS

Table of share prices for South African companies including BHP, BHP, BHP, etc.

TEXTILES

Table of share prices for Textiles companies including BHP, BHP, BHP, etc.

TEXTILES - Contd

Continuation of share prices for Textiles companies.

TOBACCO

Table of share prices for Tobacco companies including BHP, BHP, BHP, etc.

TRANSPORT

Table of share prices for Transport companies including BHP, BHP, BHP, etc.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, Land companies including BHP, BHP, BHP, etc.

TRUSTS, FINANCE, LAND - Contd

Continuation of share prices for Trusts, Finance, Land companies.

FINANCE, LAND, ETC

Table of share prices for Finance, Land, Etc companies including BHP, BHP, BHP, etc.

OIL AND GAS

Table of share prices for Oil and Gas companies including BHP, BHP, BHP, etc.

OIL AND GAS - Contd

Continuation of share prices for Oil and Gas companies.

OVERSEAS TRADERS

Table of share prices for Overseas Traders companies including BHP, BHP, BHP, etc.

PLANTATIONS

Table of share prices for Plantations companies including BHP, BHP, BHP, etc.

MINES

Table of share prices for Mines companies including BHP, BHP, BHP, etc.

MINES - Contd

Continuation of share prices for Mines companies.

THIRD MARKET

Table of share prices for Third Market companies including BHP, BHP, BHP, etc.

NOTES

Stock Exchange listing classifications are indicated to the right of security names. A table of notes is available on page 48.

REGIONAL & IRISH STOCKS

Table of share prices for Regional and Irish Stocks including BHP, BHP, BHP, etc.

TRADITIONAL OPTIONS

Table of share prices for Traditional Options including BHP, BHP, BHP, etc.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Pound falls after Lawson quits

STERLING FELL 2 1/2 cents to \$1.5880 in New York in immediate reaction to the resignation of Mr Nigel Lawson, the UK Chancellor. The news came after the pound had closed 30 points higher in London at \$1.6125.

climbed to ¥228.50 from ¥228.00, but was unchanged at SF2.5925 and at FF10.0625. According to the Bank of England the pound's index closed unchanged at 90.1.

The dollar finished in London towards the bottom of a fairly narrow range, as the currency market cast another nervous eye on Wall Street. A weakening of share prices pushed the dollar below DM1.84 at the close, after it had hovered around this support level for most of the day.

Market sentiment was poised between the nervous equity market, pointing towards a possible lowering of interest rates, and Wednesday's comments by Mr Alan Greenspan, chairman of the US Federal Reserve, when he told Congress that US inflation is too high.

Economic news did not provide any firm guidance yesterday. Third-quarter growth in US Gross National Product was stronger than expected, at a

FINANCIAL FUTURES AND OPTIONS

LIFFE LIANE FUTURES OPTIONS

Table with columns: Strike, Call, Put, Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

LIFFE 5% TREASURY BOND FUTURES OPTIONS

Table with columns: Strike, Call, Put, Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

LIFFE 10% TREASURY BOND FUTURES OPTIONS

Table with columns: Strike, Call, Put, Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

LIFFE 5% STRIP FUTURES OPTIONS

Table with columns: Strike, Call, Put, Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

LIFFE 5% STRIP FUTURES OPTIONS

Table with columns: Strike, Call, Put, Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

LIFFE 5% STRIP FUTURES OPTIONS

Table with columns: Strike, Call, Put, Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

CHICAGO

U.S. TREASURY BOND (20Y) %

Table with columns: Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

JAPANESE YEN (100)

Table with columns: Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

LONDON (LIFFE)

Table with columns: Dec, Mar, Jun, Sep. Includes data for 90, 92, 94, 96, 98, 100.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, Rate, % change. Includes data for Belgium, France, Germany, etc.

POUND SPOT-FORWARD AGAINST THE POUND

Table with columns: Country, Spot, Forward, % change. Includes data for US, Canada, Netherlands, etc.

DOLLAR SPOT-FORWARD AGAINST THE DOLLAR

Table with columns: Country, Spot, Forward, % change. Includes data for UK, Canada, France, etc.

EURO-CURRENCY INTEREST RATES

Table with columns: Country, Term, Rate, % change. Includes data for Sterling, US Dollar, etc.

EXCHANGE CROSS RATES

Table with columns: Country, Rate, % change. Includes data for Argentina, Brazil, etc.

EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, Vol, Last, Pch, Lst, Strk. Includes data for Gold, etc.

BASE LENDING RATES

Table with columns: Bank, Rate, % change. Includes data for AIB Bank, etc.

LONDON MONEY RATES

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

PRICE WATERHOUSE and the FINANCIAL TIMES CONFERENCE ORGANISATION present

CAPITAL MARKETS WORKSHOP

16-18 OCTOBER, 15-17 NOVEMBER & 4-6 DECEMBER 1989

The risks involved in trading often complex instruments in the capital markets need to be identified, measured and managed. In these workshops a team of Price Waterhouse and banking industry experts examines the risks and explains how they can be managed successfully.

- Jonathan Britton, Finance Director, Swiss Bank Corporation International Limited; Anthony Wilson, Executive Director, Dana Europe Limited; Tony Cooper, Director, Treasury & Capital Markets, Swiss Bank Corporation International Ltd; etc.

Price Waterhouse CONFERENCE ORGANISATION

To: Financial Times Conference Organisation, 126 Jersey Street, London SW1Y 4JU. Tel: 01-925 2323. Fax: 01-925 2125.

CROSSWORD

No.7,074 Set by GRIFFIN. 1 See 25 down. 2 Expecting pen gran repaired by last post (6). etc.

JOTTER PAD. A grid for taking notes.

CROSSWORD

Crossword puzzle grid with numbers 1-30.

CLASSIFIED ADVERTISEMENT RATES

Table with columns: Ad Type, Rate. Includes data for Appointments, Commercial and Industrial Property, etc.

STOPPING HANSON

STOPPING HANSON. A word search puzzle with words like ABSOLUTE, CABERS, etc.

MONEY MARKETS

Credit stays tight

CREDIT CONDITIONS were kept tight on the London money market by the Bank of England yesterday. The day-to-day credit shortage was only \$100m, but the authorities made no attempt to take this out with bill purchases.

UK clearing bank base lending rate

Short sterling futures continued to move in a very narrow range on life in subdued trading. December delivery traded between 85.45 and 85.50, closing at 85.47 compared with 85.49 on Wednesday.

FT LONDON INTERBANK FIXING

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

MONEY RATES

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

LONDON MONEY RATES

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

NEW YORK

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

NEW YORK

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

NEW YORK

Table with columns: Term, Rate, % change. Includes data for 1 month, 3 months, etc.

WORLD STOCK MARKETS

Table of world stock markets including sections for Austria, France, Germany, Italy, Sweden, Switzerland, and Japan. Each section lists various stock indices and their values.

Table of world stock markets including sections for Australia, Canada, Hong Kong, and Singapore. Each section lists various stock indices and their values.

Table of Canadian stock markets with columns for Sales, Stock, High, Low, Close, and Change. Includes a sub-section for Toronto 2pm prices on October 26.

Table of stock indices with columns for Index, 26 Oct, 25 Oct, 24 Oct, 23 Oct, 1989 High, and 1989 Low.

Table of New York Dow Jones and Standard and Poor's indices with columns for Index, 26 Oct, 25 Oct, 24 Oct, 23 Oct, 1989 High, and 1989 Low.

Table of New York active stocks with columns for Stock, Closing Change, and Volume.

Table of Canada Toronto stock indices with columns for Index, 26 Oct, 25 Oct, 24 Oct, 23 Oct, 1989 High, and 1989 Low.

Table of Tokyo Most Active Stocks with columns for Stock, Closing Change, and Volume.

Table of Hong Kong and Singapore stock indices with columns for Index, 26 Oct, 25 Oct, 24 Oct, 23 Oct, 1989 High, and 1989 Low.

Advertisement for 'Travelling by air on business?' featuring Brüssel and other airlines.

Large advertisement for '12 issues free when you first subscribe to the Financial Times' with a coupon and contact information.

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3pm prices October 26

Main table containing stock prices, organized into columns with headers for stock names, prices, and changes. Includes sub-sections for '12 Month High/Low' and 'Close Prev. Open/Change'.

NYSE COMPOSITE PRICES

NASDAQ NATIONAL MARKET

3pm prices October 26

Table of NYSE Composite Prices listing various stocks with columns for 12 Month High/Low, Div. Yield, P/E, and Change from Previous Page.

Table of NASDAQ National Market listing various stocks with columns for 12 Month High/Low, Div. Yield, P/E, and Change from Previous Page.

AMEX COMPOSITE PRICES

3pm prices October 26

Table of AMEX Composite Prices listing various stocks with columns for 12 Month High/Low, Div. Yield, P/E, and Change from Previous Page.

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AMERICA

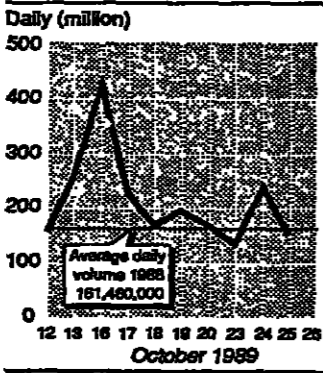
Dow weakens on concern over corporate prospects

Wall Street

THE EUPHORIA after last week's recovery from the mini-crash on October 13 continued to dissipate yesterday. Concern about the prospect for corporate earnings as the economy decelerates, and nervousness about volatility caused by programme trading, kept investors on the defensive, writes Janet Bush in New York.

actions in the individual stocks, an inefficiency which has often been cited as a cause of market volatility.

NYSE volume



Stripping out the effect of programmes, the market yesterday was still weak. There was some concern about the message of yesterday's preliminary figures for third-quarter gross national product which grew by 2.5 per cent, the same as in the second quarter.

ASIA PACIFIC

Stable yen helps Nikkei finish just below record

Tokyo

RELATIVE stability in the currency market and a boost from index-linked buying supported a strong gain in share prices which took the Nikkei average to a record high in the afternoon, writes Michiko Nakamoto in Tokyo.

est following a newspaper report that many would increase or resume dividend payments. Their profits have recovered substantially; Mitsubishi Heavy, for example, is expected to see a 50 per cent rise in pre-tax recurring profits, while its price/earnings ratio is at a relatively low 48.

Roundup

RECOVERIES in two Pacific Basin markets yesterday, one against the odds, failed to convince the locals that prospects were really improving.

where, such as a levelling-off in exports and rise in imports. A build-up in inventories suggested a further weakening in manufacturing industry which points to lower growth in the fourth quarter.

Canada

SHARP declines on Wall Street sent Toronto midday stocks lower. The composite index lost 14.9 to 3,891.8 on volume of 8.9m shares.

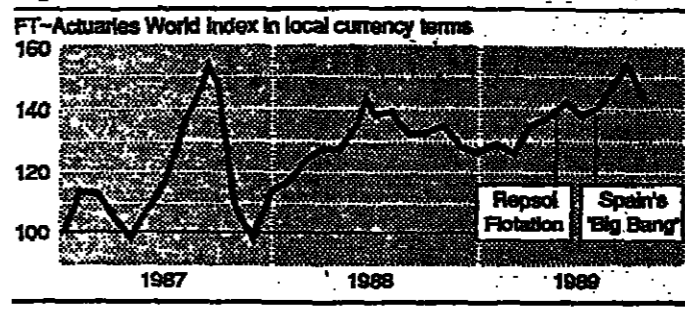
Madrid goes limp as elections approach

Only utility stocks are attracting consistent enthusiasm, writes Peter Bruce

INVESTORS do not often pay Socialist governments the compliment of being nervous before elections. In Spain's case, however, Mr Felipe Gonzalez's Socialist administration has become so closely identified with the country's economic success that the prospect of its losing its absolute majority in Parliament on Sunday is playing a large part in the Madrid bourse's recent limp behaviour.

regional autonomy. Another factor is that Herri Batasuna, the political wing of ETA, the terrorist Basque movement, does not take its five seats in Parliament. It has pledged to do so in the next legislature, but it would be an unwelcome ally in attacks on the Government and might even strengthen Mr Gonzalez's hand.

Spain



don is relatively sanguine about interest rate prospects after the elections, arguing that tighter fiscal policy will allow for some loosening of interest rates.

on July 29 made investors hesitant, although things peaked a little once they arrived.

talised bank on the market, has also broken ranks and started offering interest on current accounts, which, according to Phillips & Drew, will have a negative effect on the whole sector.

EUROPE

Bids, cash calls and inflation divide opinion

A WEALTH of economic, corporate and political developments provided the stimulus to continental trading yesterday, writes Our Markets Staff.

their debut in very active trading, starting at FF81.95 and closing at FF80.95 compared with an issue price of FF72.

FRANKFURT followed Deutsche Bank, which gained DM28.50 early in the session on the news of its 10 per cent holdings in several large companies, including the insurance company Allianz and the reinsurer, Munich Re.

hours before the news from Rome pushed it down to LI.955. The Comit index eased 1.54 to 644.07 in volume thought to be slightly higher than Wednesday's 1,560m.

the Credit Suisse index rose 2.7 to 612.9 in moderately active trading. Len bearers rose SF725 to SF732.5 and CS Holding SF715 to SF724.90.

Table with columns: NATIONAL AND REGIONAL MARKETS, FT-ACTUARIES WORLD INDICES, DOLLAR INDEX. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Nordic, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. US, World Ex. UK, World Ex. So. Af., World Ex. Japan, The World Index.

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